

Sales Management

THE MAGAZINE OF MARKETING

UNIVERSITY
OF MICHIGAN

APR 25 1951

BUSINESS ADMINISTRATION
LIBRARY

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One-Stop Service

A well-stocked sporting goods shop is a veritable paradise for disciples of Nimrod and Walton . . . for sportsmen and would-be athletes of all kinds. At one stop and in one spot they can find everything their minds and muscles desire.

Convenient, Capable, Complete. It's like that at The Jam Handy Organization. At the single source, a company can get everything needed in visual presentations and film techniques with which to spark meetings and make them effective.

Factual presentations, convention programs, field activities, educational and public relations projects and films for advertising campaigns professionally conceived and professionally produced.

One Source, One Economical Accounting. Ours is whatever share of the work, the worry and responsibility you wish to delegate—the one-stop service you have needed. Look over the list of these products and services, then write or call on the phone.

The
JAM HANDY
Organization

Offices →

NEW YORK 19
1775 Broadway

WASHINGTON 6
544 Transportation Bldg.

DAYTON 2
310 Talbot Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
930-932 Penn Ave.

CHICAGO 1
230 North Michigan Ave.

LOS ANGELES 21
7046 Hollywood Blvd.

FIRST ON THE NEW YORK HOME FRONT

More than 700,000 home-going
New Yorkers prefer the
Journal-American

ON the New York home front, largest, most lucrative theatre of sales operation in the world, the Journal-American makes a greater impact upon more families than any other evening paper... by an overwhelming margin. Over 700,000 home-going circulation sends your sales message to the largest evening audience ever offered to a New York advertiser. 42 of every 100 families that read a metropolitan evening paper prefer the Journal-American. To sell more goods to more people with more money to spend, you need the fire power of the 700,000 barreled New York Journal-American.

Journal NEW YORK American

NATIONALLY REPRESENTED BY

HEARST ADVERTISING SERVICE

A HEARST NEWSPAPER

APRIL 15, 1951

2 small ads sell \$126,000 worth of electric fans

Selling fans is a seasonal business. You either sell 'em when it's hot . . . or you don't sell.

Recognizing this seasonal selling problem, the New York distributor of a nationally-advertised line of electric fans prepared a two-column, 8-inch advertisement to be run *exclusively* in The New York Times when the temperature zoomed.

No price was given, but the fans ranged from \$29 to \$125. No retail store names were listed, but the copy told readers to call the distributor—or to write—for the name of the nearest retailer.

Using weather reports as a sales guide, the ad was run on two successive June days—just as hot, sticky, summer weather moved in on New York.

Within three days those two ads—which cost only \$880—in The New York Times sold \$126,000 worth of fans, cleaning out the distributor's stocks.

On the first day the ad appeared, the distributor's telephone switchboard was tied up from 8:50 A.M. until 5:30 at night.

Now, whether you sell fans or heaters, ice cold beer or hot coffee—no matter what you sell—you'll whip up a hotter sales record with your advertising in The New York Times. Get all the facts, today, about The Times—for 32 years first in advertising in the world's first market—and its proven ability to move merchandise, quickly and profitably.

The New York Times

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO, DETROIT.
LOS ANGELES, SAN FRANCISCO

Sales Management

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T. R. PRODUCES

☆ Keyed sales inquiries have proven to over 8,500 advertisers that American industry does use T. R. as its primary source of product supply knowledge.

You too can learn why T. R. advertising produces more sales at lower unit cost. Send for the facts!

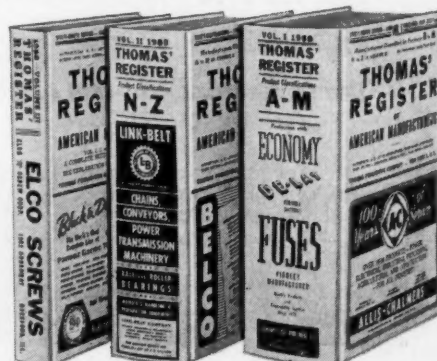
"8,500 T. R. Advertisers Can't Be Wrong"

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

THOMAS REGISTER

461 EIGHTH AVENUE • NEW YORK 1, N. Y.



One of America's Largest Men's Wear Stores Buys MORE Advertising Linage in The Free Press



● During the last three years Harry Suffrin, one of the largest men's wear stores in America, has placed the major portion of his advertising lineage in The Free Press. In 1950, Mr. Suffrin used more than a half million lines of space in Detroit newspapers to promote his men's wear business, 48.5% of which, or 243,978 lines came to The Detroit Free Press—more than any other Detroit newspaper received. Mr. Suffrin's preference for The Free Press is dictated obviously by what the sales record shows. What he receives from his newspaper lineage in terms of customers and dollar volume indicates that his Free Press customers are not only better customers, but that there are MORE OF THEM. Which is the same thing you are aiming at with your advertising.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Surv. Brooks & Finley, Inc., National Representatives



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1746

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April 15, 1951 Volume 66 No. 6

On the Rise!

FREDERICK & NELSON REACHES A NEW HIGH IN SEATTLE'S FAST-GROWING MARKET

Here is a story that is a clear-cut example of the necessity for national advertisers being fully informed on local conditions and local psychology. Success on a national scale is the aggregate of successes on the local level.

The growth of Frederick & Nelson, division of Marshall Field & Co., is the story of an alert, progressive merchandising organization which has prospered by meeting the *growing needs* of a changing community — the modern big city of Seattle!

In Seattle, change is synonymous with *growth*. A magnetic destination for thousands upon thousands of vigorous men and women riding the wave of Westward migration, it is alive with energy, vision and vitality. It grows bigger, it grows richer. Its people think in terms of progress and expansion, and their ways of buying and living reflect their state of mind. In the last ten years Seattle has added 100,000 people to its population — a gain of 40% that has brought the city up to the half-million mark. Retail sales have increased 324% and buying income 131%.

This year, its 61st in Seattle, Frederick & Nelson completes a \$7,500,000 expansion program with the addition of five floors to its downtown store. Basic to the success of Frederick & Nelson is the way it has aggressively adhered to the spirit of its community and fulfilled the demands of the people.

Since no two markets ever tell the exact same success story, more and more sales executives have become increasingly interested in complete and accurate local market data... and make a point of turning to the Hearst Advertising Service for information. Your H.A.S. man is ready at all times to supply all the facts you need about the ten major markets in which more than half the nation's buying income is concentrated. Get in touch with him today.



Hearst

KNOW YOUR NEWSPAPER MAN TO KNOW YOUR MARKETS

Advertising Service

Herbert W. Beyea, General Manager
959 8th Avenue, New York 19, N. Y.

Offices in Principal Cities representing

New York Journal-American
Baltimore News-Post American
Pittsburgh Sun-Telegraph

Albany Times Union
San Francisco Examiner
Detroit Times

Los Angeles Examiner
Chicago Herald-American
Seattle Post-Intelligencer

Boston Record-American Advertiser

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The Human Side

PLAY BALL!

Nothing raises a bigger thirst than baseball. Even if you don't sit in the bleachers, if you merely have a bar stool next to a television set or a radio, the baseball enthusiast generally wets his whistle along the way. And you're probably no exception.

Bearing this in mind, Calvert Distillers Corporation is again this year sending out its now-famous baseball calendar. Distributors from coast to coast are unwrapping big, cumbersome bundles containing hundreds of the calendars which enable baseball fans to keep scores for every game of the major leagues. At the top of the calendar is the Carstairs balancing seal and the Carstairs name, bigger than anything else on the calendar. Calvert hopes that you will either see that name so often or be so grateful to the firm that created the calendar that when you next visit a package store you'll automatically say, "Carstairs, please." And, listening to the game at Joe's Bar, you'll have a chance to thank Carstairs on the spot.

This is the tenth year that Carstairs has handed out the calendars. Its success, distribution-wise, at least, is borne out by the fact that already over 100,000 requests for the calendar have poured in from the company's and distributors' salesmen.

Calvert Distillers, which is Carstairs' papa, has already begun distribution. And in an operation of this sort, ulcers become universal among Calvert people. April 16 is baseball opening day and Calvert hopes to have distribution completed by then. But since the distribution



PLAY BALL . . . and let Carstairs help you keep score. Here are Chester Thomson, sales promotion director of Calvert and Ben Frost, ditto for Carstairs, who's showing Chet the famous Carstairs baseball calendar. You'll see it in bar windows.

is so great—it grows mightily each year—Ben Frost, Carstairs sales promotion manager, is saving his neck with this statement: "Although distribution proceeds apace, some licensees might get theirs a bit late after the season's opening." And to quell the yell, he adds that there's a sufficient supply of the calendars. "But only one to each licensee."

The calendar is a small part of the firm's promotion and merchandising program, woven around the baseball theme. The other parts consist of baseball pennants, window, counter, bar and mass displays and other point-of-purchase pieces.

Calvert's calendar, however, nails the customer at the point-of-purchase. It's plain ingratitude to say "Make mine a Five Roses, Joe," when Carstairs is keeping the baseball score for you!

HIGHER AND HIGHER—AT LESS AND LESS

Give the airlines a standing vote of recognition. . . . They're making it so easy, so pleasant, so downright inviting to fly wherever you want, for business or pleasure, that today 90-year-old grandmothers and six-week-old babies—the latter generally chaperoned—take to the skyways as a matter of course. The opposition to flying which, as late as 10 years ago, was still a formidable Goliath has been stunned, if not slain.

Latest of the airlines to cajole the cash customers with "Specials" is National. That line is planning, and about to put into operation, a variety of "piggy bank" vacations, designed to garner the family vacation money. These piggy bank vacations are all-expense jobs: plane fare, hotel accommodations, even a car rental deal, in some cases, thrown in. The car deal aims at squashing the old complaint: "If we don't take our car how will we get around once we get to our destination?"

Walter Sternberg, vice-president in charge of sales for National, says that the piggy bank vacations range in price from \$128.70—not including tax—for a six- or seven-day vacation trip at Miami Beach (from New York) to a big, deluxe special which sets back the customer just under \$340 and whose destination is Mexico City. National says that the price includes everything except tips and spending money. And if the would-be traveler thirsts for the trip but worries over his bone dry pocketbook, National is prepared to help him there, too. The airline will gladly arrange for the poor-but-willing customer to pay for his trip on a time basis!

The auto rental deal costs the National customer less than \$20 a week. Almost as cheap as using the family *modus operandi*. And some Florida hotels which have never been known for letting the grass grow under foot, have started using such lures as free champagne and free

WDAF • Kansas City

**AUDIENCE
INCREASE 109,500**

**RATE
INCREASE NONE**

Latest BMB study reveals that WDAF (Kansas City) has gained 109,500 radio families daytime and 93,770 radio families night time since the first survey was made. There has been no rate increase.

DAY

1949—738,810 Radio Families
1946—629,310 Radio Families
109,500 INCREASE

NIGHT

1949—743,420 Radio Families
1946—649,650 Radio Families
93,770 INCREASE

LEADERSHIP—

BMB reveals further that WDAF leads the next highest Kansas City station by more than 283,000 radio families.

For choice availabilities wire WDAF or ask your nearest Petry man.

WDAF
WDAF
KANSAS CITY

OWNED AND OPERATED BY THE KANSAS CITY STAR COMPANY

5000 Watts - Full Time - 610 Kilocycles - Basic N.B.C.

NATIONAL REPRESENTATIVES: EDWARD PETRY & CO., INC.

beach cabanas to entice the National piggy bank customers to their chalets. All this worries National not one whit.

And if you don't yearn for Florida or pine for Mexico, there are other piggy bank trips to such oases as Nassau, Havana and Jamaica.

Now let us suppose you live in Detroit. "All very well," you say, "but these trips all seem to fly out of New York." So they do. But National has been thinking of you, too. It has worked out a fancy deal with Capital Airlines, with an equipment interchange agreement, which opens the all-expense vacations to Midwestern cities!

National is able to do all this since it uses air coach service as a base. It has anticipated an influx of business by purchasing two additional Douglas DC-6B planes and it plans to promote its piggy bank trips to the hilt. Nobody, but nobody, says National, can provide you with a glamorous vacation cheaper, get you there in better style, or anticipate your objections and solve them easier. And if you have a question which National hasn't already answered, see Mr. Sternberg.

SAVE PAPER AND YOU SAVE ALL

Have you heard? There's a waste paper shortage. . . . And the Hinde & Dauch Paper Co., Sandusky, Ohio, recently decided to do something about it. It wasn't, this decision, one of those dreamy ideas which never gets past the idea stage. H & D's idea is *working*.

The first phase of a two-phase program, developed by the company, is finished. The second begins this month. First, Hinde & Dauch captured the interest of the Chamber of Commerce in Sandusky. Working through the grade schools, public and parochial, they made the drive a civic event: an appeal for waste paper to keep both the company's local mills running and at the same time to conserve the forests—more waste paper, fewer trees cut.

Well, you can't appeal to school children without some sort of reward. And so the JACKS were born. The JACKS take their name from "Junior Aid Achievement Klub." Each grade school child who participated was given a membership card for bringing bundled waste paper to his school. And each JACKS membership card is good for future civic-sponsored free events to be given by the club.

Did it work? It worked to the tune of 4,000 applications for membership. And Hinde & Dauch had printed only 2,500—and had expected to have a good portion of those left over!

The membership card first offered a free movie. The theatre was full at the first showing. And now proceeds from the sale of paper are used for school projects not regularly provided for in operating budgets.

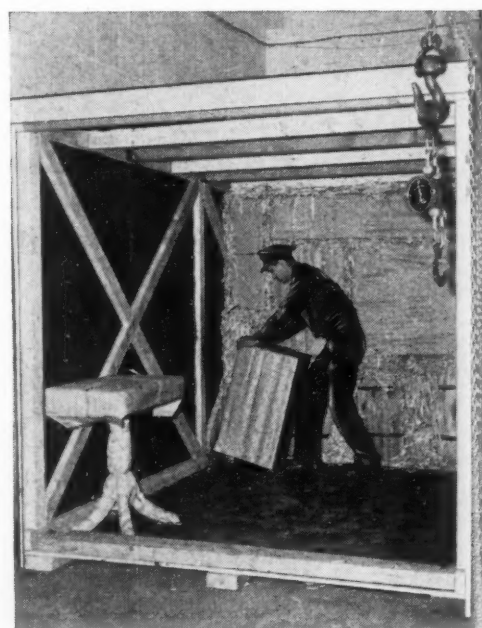
The school kids are happy and Hinde & Dauch is ecstatic. So if you want to form a JACKS club, write the Chamber of Commerce, Sandusky, for details. The Sandusky Chamber wants to perform a public service by telling the world how successful such a civic drive can be.

United Pre-Planned Moving includes many special services

Specialized packing and crating is a science that United Van Lines agents have achieved to perfection. U.V.L. techniques are completely modern, saving time and money. United movers are equipped to take on any assignment—packing and crating household and office equipment for shipment to any part of the world. Whenever there's personnel moving to do, call your United agent—he will take the details off your hands. See Classified phone book or wire Moving Headquarters, St. Louis 17, Mo.



2373



Loading waterproof household goods lift-van: destination Africa. That's "Moving with Care Everywhere!"

United VAN LINES, INC.

"Moving with Care Everywhere" ★ Over 350 agents in U. S. and Canada

United Vans exclusively are *Sanitized for Cleaner, Safer Moving*

People and their Ideas



AUSTIN

The winner of the coveted Parlin Memorial Award, made annually "for outstanding contributions in the field of marketing," has been announced. He's **David F. Austin**, United States Steel's executive vice-president. Mr. Austin will accept the 1951 medal and deliver the Parlin Memorial Lecture at a dinner given by the Philadelphia chapter, American Marketing Association, in the Warwick Hotel on May 16. (See SM, June 15, 1950, page 37, for "Big Steel Sets Out to Sell.")

He's satisfied the sweet tooth of 30 continents. Now he's trying to fill the largest sweet tooth cavity in the world—the U.S.'s. He's **Henry J. (Jack) Bridge**, export marketing manager for Cadbury-Fry, 200-year-old chocolate and confectionery firm in Bournville, England. Jack Bridge has just been appointed director of the firm's U.S. company, Cadbury-Fry (America), Inc. He's been in the U.S. since September, gauging the depth of our national cavity and planning the best ways to persuade us to fill it with his products. And he's been with C-F for two decades. His firm began its U.S. operations some two years ago.

General Electric sets up two separate departments to handle all phases of manufacture and sales of major and small appliances. The two new departments, created out of the Appliance & Merchandise Department, were formed "to more effectively meet the demands of the growing market for household electrical equip-

ment," says **Roy W. Johnson**, executive v-p. **Clarence H. Linder** has been named to head the new Major Appliance Department and **Charles K. Rieger** becomes general manager of the Traffic Appliance Department. The move follows Mr. Johnson's recent announcement that the company is planning to expand its major appliance activities at a multi-million-dollar "Appliance Park" to be established in the Middle West. And another electrical manufacturer, Westinghouse Electric Corporation, has promoted **Herbert E. Plishker**, for 13 years its manager of advertising and sales promotion in the Lamp Division, to manager of lamp sales. Plishker joined Westinghouse as a lamp advertising copywriter in New York in 1927.

Candy or cottons . . . the sales techniques are the same. And **Lowell E. Tjaden** is Dan River Mills' new general sales manager after serving Chase Candy Company as v-p in charge of sales for its Western Division. He had held sales posts with E. J. Brach and Sons, Montgomery Ward and the J. C. Penny Company before Chase.

Personal Products Corporation has raised **Frank D. Callahan**, its veteran v-p in charge of sales (since '39), to the important post of v-p in charge of marketing. In his new position Mr. Callahan will be in charge of all sales, merchandising and advertising. He came to Personal Products in 1933 after six years with Johnson & Johnson.



CALLAHAN

The man who pulled Iron Fireman Manufacturing Company's big Chicago sales office out of the red within his first year as manager, has been named the national stoker and furnace corporation's new board chairman and chief executive. He's **William O'Neil**, a salesman's salesman, who started with Iron Fireman as sales manager of its Chicago factory branch in January, 1934, became branch manager in January, '39. He made it the Number One branch in the nation-wide organization. Although he admires a college education, he doesn't have one. Left his Iowa grammar school to go to work. His early background was a newspaper one.



HOGAN

For "Outstanding achievement and leadership in the audio visual field," went the plaque of Industrial Audio Visual Association to its president, **R. P. Hogan**, sales promotion manager of Kraft Foods Company, Chicago. The occasion: the recent annual IAVA banquet, at Chicago's Edgewater Beach Hotel.

One company which considers its chief executive officer to be the chairman of the board rather than the president is Eaton Manufacturing Company. At an organizational meeting—held to fill the chairman's post, vacant since the death of **J. O. Eaton**, in May, 1949—**C. I. Ochs**, who who joined Eaton in 1916 as purchasing agent, was named to the company's highest post. **H. J. McGinn** was made president. McGinn came to Eaton as *lagniappe*, when Eaton acquired the Reliance Manufacturing Company, in '31.

The U.S. as seen by Louisianans...



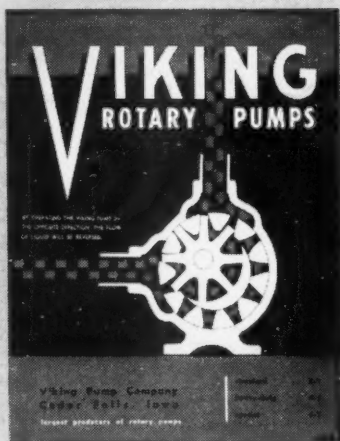
★ *and by their own Locally-Edited Gravure Magazine*

Tackle a partisan from the Pelican State and you'll get Louisiana answers. *Big buy?* The Louisiana Purchase. *Big doins?* The Mardi Gras. *Big time sports?* The Sugar Bowl Carnival. *Big deal?* Why, Hadacol, of course.

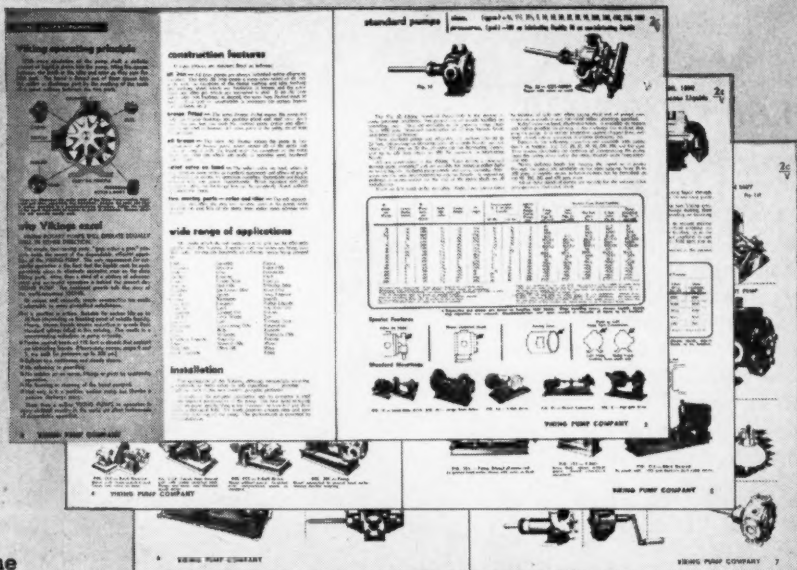
Yes, and that's the reason Mr. and Mrs. Louisiana are attracted by what they find in their own Locally-Edited Magazine. In Louisiana or New Jersey, Kentucky or Utah, *people are just naturally interested most in persons, places and events that are closest to them . . .* and readers get what they want in each of the twelve Locally-Edited Magazines. Result: *our leadership in Readership . . . and your greatest advertising value.**

*There's no advertising like Supplement Advertising
and there's no Supplement like the . . .*

*Make us prove it! Contact any of the following representatives: Branham Co., Cresmer and Woodward, Jann & Kelly, John Budd Co., Kelly-Smith Co., O'Mara & Ormsbee, Osborn, Sclaro, Meeker & Scott.



Sweet's distributed 54,000 copies of this 8-page catalog to selected organizations and individuals in the manufacturing and power fields.

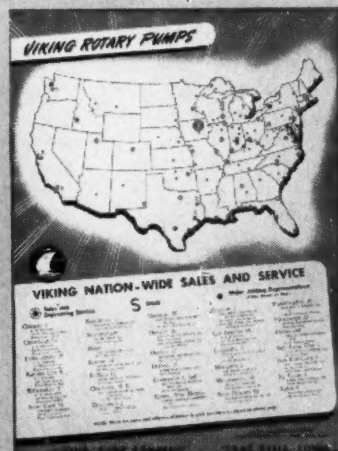


Gets the right information—
to the right people—
at the right time.



Sweet's Catalog Service

DIVISION OF F. W. DODGE CORPORATION • 119 WEST 40TH STREET, NEW YORK 18, N. Y.



CATALOG DISTRIBUTION

Sweet's services are available for either of two types of catalog distribution—individual or pre-filed—to selected organizations and individuals representing the bulk of buying power in the construction, power or manufacturing fields.

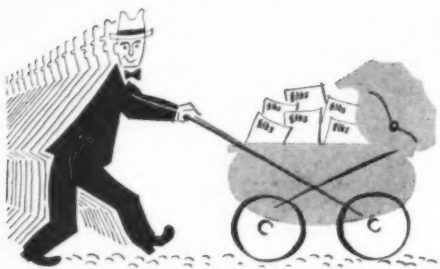
individual distribution—by purchase of one or more of the lists compiled by Sweet's, or by using Sweet's mailing facilities.

pre-filed distribution—by filing catalogs permanently in bound, indexed collections (files) of manufacturers' catalogs. This method has the added advantage of keeping catalogs instantly accessible at all times in prospective buyers' offices.



This booklet tells you about all the things you can get from Sweet's Catalog Service. Shall we send you a copy?

Sweet's handles more catalogs than any other organization—this year over 38,000,000 copies for 1,280 manufacturers.



1,000,000 FATHERS all brothers...all buyers!

The 1,000,000 substantial men who read and own The Elks Magazine look upon it as "their baby." They take pride in its editorial excellence ...and they give preference to products advertised in its pages. Combine this exceptional reader loyalty with incomes twice the national average and you readily see why The Elks Magazine is your best advertising buy by far.

THE Elks MAGAZINE

New York • Chicago • Los Angeles • Detroit • Seattle



PUNCHES sheets and covers of any size or weight, quickly, accurately



BINDS up to 250 books an hour with colorful GBC plastic bindings

BIND THIS MODERN WAY right in your own OFFICE or plant

Add prestige...color...attention-compelling appearance to reports, presentations, catalogs. GBC plastic binding equipment* quickly...easily...economically binds loose pages of all sizes into handsome custom-made booklets. Pages turn easily...lie flat. Complete office equipment costs less than a typewriter...saves 50% over old-fashioned fastener-type covers. Anyone can operate.

*PATENTS PENDING



SPECIAL TRIAL OFFER
Send today for information and 2 handy pocket memo books bound on this equipment. No obligation.

General Binding Corporation
808 W. Belmont Ave., Dept. SM-4
Chicago 14, Ill.

The Scratch Pad

By T. HARRY THOMPSON

In the Sceptered Isle, the Winter of despair gives way to the Spring of hope. King George VI gets a \$112,000 pay-hike, and austerity is less austere.

Speaking of England, government switchboard-operators are doubtless bedeviled with names like Bevin, Bevan, and Bavin.

In a little display ad in the *Orlando Morning Sentinel*, G. W. Lawton features "A picture of the watch I can't fix." The picture: just a blank frame hanging on the wall.

"A man's body is remarkably sensitive," says *The Gas-Flame*, Indianapolis. "Pat him on the back and his head swells."

Suggested name and slogan for a mirror-smooth, calendered paper: "Mirro-Cal, a Miracle of Papermaking."

"Is Jerry Lester funny or repulsive?" asks *Pathfinder*. In my little TV circle, he isn't considered funny. Does that answer your question?

American Type Founders has come up with an interesting new font, "Studio." Looks hand-lettered, and is equally legible for display or body-text.

"You cannot bring about prosperity by discouraging thrift. You cannot strengthen the weak by weakening the strong. You cannot help the wage-earner by pulling down the wage-payer."—*Abraham Lincoln*.

So many airplane-hostesses have married millionaires, says Kasco Feeds, the air-lines are calling them "airesses."

With the emphasis on singing commercials, wouldn't it be funny if flesh-and-blood salesmen broke into song, instead of giving the usual, orthodox sales-talk?

Jack Lutz spots a restaurant in Philadelphia with this on its window: "Television-Sandwiches." Says that's a place where you can probably see the ham.

HEADLINE PARADE

It's almost sinfully luxurious.—*Buick Roadmaster*.

"A" is for "aardvark."—Article in *Life*.

Will you look as young as Gloria Swanson at 51?—*Jergens Face-Cream*.

Two secrets wrung from a wringer.—*Lowell Wringers*.

Peas aren't people.—*Maryland Casualty*.

No matter what you think about the Government's wage-price freeze, you've got to admit it's the latest style. Equipped with a self-defroster, that is.

Wonder if my old colleague, Birchard Kenvin, of Detroit's Ross Roy agency, is responsible for this rhythmic subhead on a Dodge Job-Rated Truck spread: "The trucks that *do* the most for you!"

Pillsbury's Art Linkletter sometimes presses his luck when he interviews the small fry. For example, he asked a little Japanese-American girl, aged 5, why people should bathe. She shot back: "If you don't take a bath, you stink!" Art hurried on to the next moppet, while the studio-audience shrieked.

Glendale, California, has a traffic-cop named "John Law."

Wax-Seal, a car-polish, has a pat slogan: "A friend to the finish."

When it goes commercial, I'd like to have the account of that new hormone, said to grow an inch of real hair, not fuzz, on bald heads.

SALES MANAGEMENT

SPOT MOVIE COMMERCIALS OUTSCORE ALL OTHER MAJOR MEDIA!

GUATEMALA
TO R

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The Media Scoreboard at right should open your eyes to the surprising hatful of advantages you get with Spot Movie Commercials. And here are a few more interesting facts.



MEDIA SCOREBOARD						
ADVANTAGES	SPOT MOVIE ADS	TV	NEWS- PAPER	MAGA- ZINE	RADIO	BILL BOARD
Printed Word	X					
Illustration	X	X	X	X		
Motion	X	X				
Color	X	X				
Spoken Word	X					X
Music	X					X
Demonstration	X	X		X		
Full Dramatization	X	X				X
Commanding Size	X	X			X	
Immediacy	X	X			X	
100 % Readership	X					
Complete Audience Attention	X	X				
Available at Home	X				X	X
Audience Selection by Neighborhoods	X	X				
Audience Selection by Buying Power	X		X			
Average Cost Per Actual Reader	\$.004		X		X	
TOTAL	13	9	3	5	4	6

The Media Scoreboard at right should open your eyes to the surprising hatful of advantages you get with Spot Movie Commercials. And here are a few more interesting facts:

There are 14,750 theatres available, large and small, in almost all markets on a completely selective theatre-by-theatre basis. They give you a total possible audience of 40,000,000!

Every theatre selected screens your film at every full performance during every week for which Spot Movie films are scheduled. Local dealer

signatures provided if desired.

Consider using Spot Movie Commercials. We will prepare theatre coverage plans for you or your agency without cost or obligation. Write, wire, or phone our nearest office for complete information.



The Movie Advertising Bureau

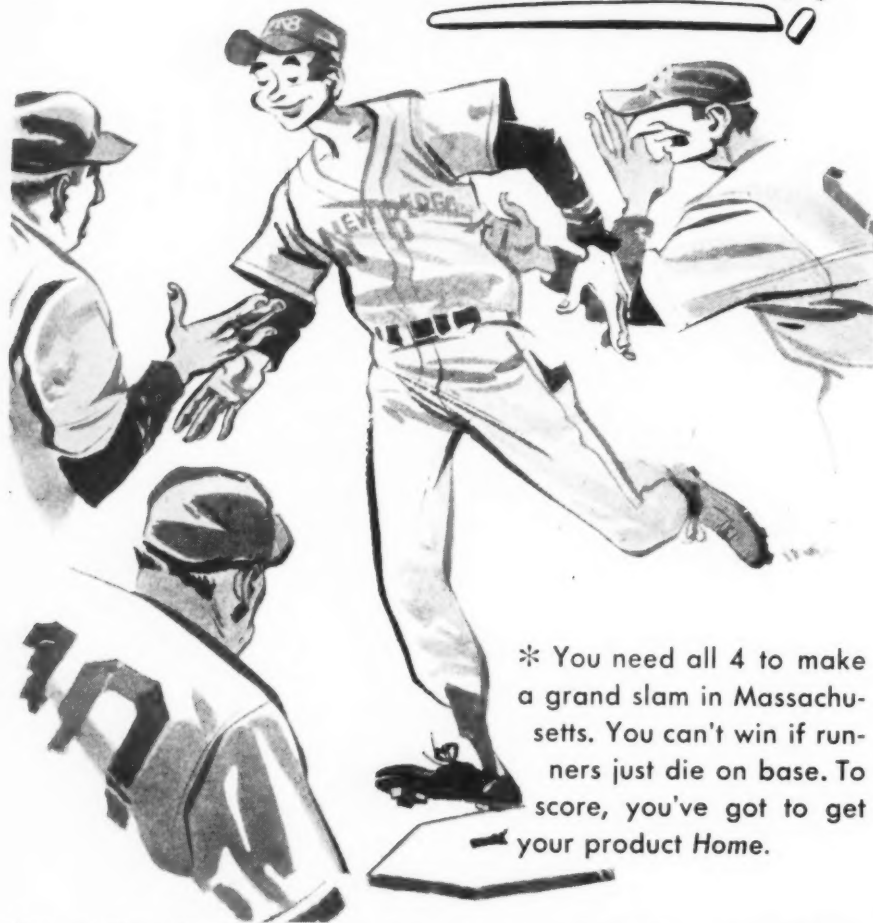
MEMBER COMPANIES: UNITED FILM SERVICE, INC. • MOTION PICTURE ADVERTISING SERVICE CO., INC.

NATIONAL OFFICES NEW YORK: 70 EAST 45th ST. • CHICAGO: 333 NORTH MICHIGAN AVE. • NEW ORLEANS: 1032 CARONDELET ST.
KANSAS CITY: 2449 CHARLOTTE ST. • CLEVELAND: 526 SUPERIOR N. E. • SAN FRANCISCO: 821 MARKET ST.

APRIL 15, 1951

GET THAT VITAL

*** FOURTH!**



* You need all 4 to make a grand slam in Massachusetts. You can't win if runners just die on base. To score, you've got to get your product Home.

* And The Standard-Times goes home — literally — to all New Bedford—Cape Cod area—that Big Fourth Market in Massachusetts where business and wages are hitting an all time high . . . 295 diversified industrial firms, employment at record peak, and buying power that is \$23,259,000 ahead of last year.

* You can put your product across in this bonus market . . . directly, economically...by letting The Standard-Times go to bat for you . . . City Zone Coverage over 99%, Entire Market Coverage over 91%.

Include the Vital 4th and watch your figures rise!

***NEW BEDFORD**
One Paper Coverage . . . Both Daily and Sunday

BIG 4th
MARKET
IN MASSACHUSETTS

The Standard-Times

"The Nation's Best-Read Newspaper"

Represented nationally by **GILMAN, NICOLL & RUTHMAN**
NEW YORK • BOSTON • CHICAGO • PHILADELPHIA • LOS ANGELES • SAN FRANCISCO

Sheep-herders should make good philosophers. They're always wool-gathering.

A picture-mag features special evening-gowns for watching television. I don't suppose a man should turn the set on after six without putting on his dinner-jacket.

I'm still waiting for the cotton-promoters to say: "Cotton Rules the Weaves."

Speaking of wool, as we were a minute ago, there's some talk of reviving cuffless trousers. The Administration is interested in economy, after a fashion.

Truman says he'd rather be a Senator than President. A growing number of people string along with that idea.

Elmer (Sell-the-Sizzle) Wheeler seems to be doing okay with his new book, "The Fat Boy's Diet." I haven't read it, but I assume he now recommends *eating* the sizzle instead of the steak. And, at today's prices, I might ask: "What steak?"

Mobilization Chief Wilson talks about "our improved standard of living." I assume this has no reference to modern houses and apartments sans dining-rooms, and with kitchens the size of phone-booths.

Frank Brookhouser says the head of cabbage that used to be a nickel is now 62 cents. Jiggs should be glad he married a rich girl like Maggie.

Reader Jack Scheetz leaves Wilmington's Hercules Powder to join Philadelphia's Alderson & Sessions, marketing and management counsel.

Greeting-cards are well-wishers without a wishing-well.

Wonder if Otis Elevator gets royalties on those "escalator clauses" I hear so much about?

No, Tessie; a competing fire-extinguisher would never buy your theme song, "Good-Night, Pyrene."

"The more a man says, the less people remember."—*Fenelon*.

SALES MANAGEMENT

know about



National Business Publications, Inc., is a non-profit association of the leading industrial, professional, scientific, merchandising and institutional magazines in the *Controlled Circulation* field. Each member publication is devoted to constructive promotion of the entire business press. NBP is the clearing house for an exchange of publishing information.

NBP is a dynamic, growing association of 59 member companies, publishing 98 business magazines. Member publications employ over 2,000 editors and carry more than 10,500 pages of specialized editorial material for the trade, technical, scientific and professional fields.

All NBP member publications are distributed by *Controlled Circulation*. Simply stated, each publication's readers are pre-selected on the basis of the similarity of their business, technical or professional interests. NBP publications, by using this scientific circulation method, can determine the *number* and *quality* of their readers.

For example, one NBP magazine, with a potential circulation of 400,000 retail outlets, limits its coverage to the 100,000 doing the largest annual volume of business. Another NBP publication's 17,000 circulation reaches readers responsible for more than 90 per cent of the purchases in that industry.

Business reading habits parallel occupational interests... the reader's occupation or profession is the best measure of his eagerness to read, his motivation while reading, and consequently his value to the advertiser. By selecting readers on the basis of their known specialized reading interests, NBP publications provide near-perfect coverage in their specialized fields.

When you specify NBP magazines, your advertising message rubs shoulders with editorial material *that is read* by a constantly re-evaluated audience of "buyers". NBP publications offer advertisers an outstanding value for their advertising dollar.

NBP Principles of Practice

These principles—subscribed and adhered to by every member of NATIONAL BUSINESS PUBLICATIONS, INC.—guarantee the integrity and performance of each publication bearing the NBP emblem. They give reader and advertiser alike a sound basis for acceptance and confidence.

1. Unbiased editorial content.
2. Non-acceptance of questionable advertising.
3. Periodic reader-interest evaluation.
4. Uniform rates to all advertisers.
5. Exchange of intelligence to further business publication progress.
6. Meet competition fairly and factually.
7. Cooperate with accredited trade and professional associations.
8. Promote the business press in the public interest.
9. Provide editorial and promotional assistance to the Government of the U. S.
10. Active allegiance to the American free enterprise system.

PUBLICATIONS, Inc.

WASHINGTON 5, D. C.

WRITE FOR COMPLETE INFORMATION ABOUT NBP—

"THE SELECTIVE MEDIA GROUP"

ARE YOU —

Setting Sales Quotas?

Allocating Advertising?

Laying Out Territories?

Evaluating Markets?

★

LOOK FOR —

Sales Management's 1951

"Survey of Buying Power,"

22nd annual edition

of the nation's

accepted guide

to local market

potentials.

★

COMING MAY 10TH

★

(Every Sales Management subscriber receives one copy; additional single copies \$4.00 each. Write SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.)

WASHINGTON

Bulletin Board

GENERAL

► Government people, and congressmen especially, have always decided things with an eye to publicity, which used to mean nothing more than prospective press-clippings. The smashing hit of the Crime Committee over television has expanded the horizon: Committee chairmen want to attract TV cameramen.

TV and news reels are also getting into press conferences. The camera inspires "hamming" not only among those who hold the conferences but also the newspapermen who attend them: the well rounded assertion and the pointed question intended to put somebody on-the-spot. Under the circumstances, less information is conveyed.

CONGRESS

► Before the year is over there will have been at least half a dozen investigations of possible corruption in the relations of government and businessmen. The RFC probe opened the way. Immediately, there are two: favoritism in allowing fast amortization of Defense plants and sales of ships by the Maritime Commission. Pending are a lot of bills setting up codes of morals for the Executive branch.

► The report of the Joint Economic Committee contains a staff recommendation to tax advertising—especially consumer advertising. The report says that it whips up inflation and unnecessarily uses up scarce pulp and newsprint.

The attack is not against the position advertisers are used to defending; that is, the utility of ads in selling goods. This utility is precisely what the report objects to, since, it's said, its effect is inflationary. (See special editorial this issue, "Congressional Fairyland," page 100.)

► There will be another investigation of the spreads in the prices of crops and of food—this time by Senator Ellender. The evident purpose is to protect the price supports and to prevent the imposition of ceilings.

► A committee headed by Senator Gillette has been investigating the effect of NPA regulations on small concerns that complain that they are being driven out of business through the lack of materials. Gillette was successful in persuading the Agency to defer for a month its order against various aluminum products; he has also suggested delay in putting the Rubber Order into effect.

DEFENSE MOBILIZATION

► In the three calendar years, 1951-1953, the Government intends to produce \$150 billion Defense material, including the new plant now being put up. The drain on materials, according to Charles Wilson, will be at its peak some time next year. In the first quarter of this year, orders were put out at the rate of \$4 billion a month.

► The first quarterly report, titled "Building America's Might" has just been issued by the Office of Defense Administration, Washington, D. C., which will send it to you if you write. It contains a summary of the military program and the program for control over industry.

NATIONAL PRODUCTION ADMINISTRATION

► NPA is shifting the job of enforcing its regulations from Washington to local offices. In general, it tries to enforce without going to court.

► Early in March, NPA was dealing with about 200 industry advisory committees and it looked as if the same number of new ones would be created. There are up to a dozen NPA meetings a day.

► In addition to industry advisory committees, there are groups known as "task forces," that make special studies for the agency. The Justice Department is examining the way they are set up to see whether there is any violation of the Sherman Act. The idea is not to sue but to make sure there won't be grounds for suit later.

SALES MANAGEMENT



255,122
SUNDAY
CIRCULATION

**GOES INTO
 MORE HOMES
 than any Sunday newspaper in the
 SOUTHWEST
 regardless of city size!**

THE DAILY OKLAHOMAN

▲ **MORNING 143,894**

**OKLAHOMAN & TIMES
 COMBINED
 258,764**

EVENING 114,870 ▼

OKLAHOMA CITY TIMES

**The Southwest's most widely
 read Sunday Magazine!**

Locally Edited and Printed!

All figures from Publisher's A.B.C.
 statement, September 30, 1950.



**Advertisers Report Amazing Sales on
 Everything from Women's Wear to Dolls**

Ask your nearest Katz man to show you result stories
 of local retailers who have proven the selling power of
 the only Sunday magazine section that gives mass
 coverage in the Oklahoma market.

Represented By THE KATZ AGENCY, INC.

THE OKLAHOMA PUBLISHING CO., THE FARMER-STOCKMAN • WKY • WKY-TV, OKLAHOMA CITY

APRIL 15, 1951



first...
PLANNED for
the BEST Move!

the safe, easy LONG-DISTANCE MOVING SERVICE



Nothing rides outside on Mayflower vans because there are no tailgates

● Safe long-distance moves can be performed only by a company that knows what is needed to do the job best, and then plans the necessary facilities. Research into better long-distance moving methods is a continuous activity at Mayflower, and is responsible for the development of the safest, most efficient long-distance moving practices. More than a year ago, for example, Mayflower concluded that all tailgates should be eliminated in order to assure greater safety. And off they came!

then...
STANDARDIZED
for EVERY Move!



Every piece of furniture is safely locked and protected inside the van

● Immediate removal of Mayflower tailgates was possible because Mayflower owns the large majority of vans used in Mayflower Service, employs and trains the majority of all the van men, and exercises complete control over the drivers and specifications of all leased equipment. It is the direct control over these important factors that makes it possible for Mayflower, having developed the best possible equipment, methods, and materials, to *standardize* them for *every* move. That's why you can order Mayflower Service for your employees, wherever they may be . . . wherever they are going . . . and be sure of receiving one quality of service—the *best*—every time everywhere.

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis



Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



OFFICE OF PRICE STABILIZATION

► The Administration isn't sure yet whether to ask for a change in the law so as to allow below-parity ceilings on crops. The odds are against it. DiSalle isn't yet sure whether any change is needed; Agriculture, naturally, wants to preserve the present arrangement.

CENSUS

► At the request of Civilian Defense, the Bureau is getting peak daytime and nighttime populations of large cities. It hasn't decided whether to publish the figures.

► Companies whose markets include local civil service workers should get the Bureau's pamphlet report "State Distribution of Public Employment in 1950 — G-GE50-No. 7." The breakdown by occupation is rough—just "School" and "Non-School."

► The Bureau has put out its "Classified Index of Occupations and Industries" as used in the 1950 population census. It sells for \$1.50 at the Government Printing Office. The volume would be useful to analysts who must know exactly what a Census caption means.

LABOR

► Since the war there's been a great increase in use of the consumer price index. It's estimated that 2 million workers are under contracts, union or private, such that wages are partly determined by how the index moves. Even an alimony settlement contains a cost-of-living clause.

If there's a lot of black-marketing, the index probably will fail to reflect it, as it did during the war. The Bureau tries to get actual prices, but it's not always possible.

TREASURY

► The Bureau of Internal Revenue has just published its annual report on "Receipts from Internal Revenue," covering the year ended June 30, 1950. There are the usual state breakdowns for each class of return, so that you can get a line, for example, on margarine, furs, etc. The current returns show a big whiskey boom. Most of it is probably going out of bond into wholesalers' inventories. Address Bureau of Internal Revenue, Washington, D. C.

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending April 15, 1951

SHORTAGES! MALARKEY!

That's not our headline. It's borrowed from New York's Gimbel store which used it in connection with a practically store-wide post-Easter clearance sale. It sums up what we have been preaching in SM pages for many months—that so far as 1951 is concerned, it's more likely that sales will be shorter than production.

Directors and others who hold a restraining hand on sales department purse strings should be made to learn the facts of today's selling life by talking to wholesalers and retailers about current inventories and sales.

If they did that they couldn't possibly continue to kid themselves that this is a World War II type of *sellers'* market. The buyer—distributor and consumer—is definitely in the saddle and can specify quality, price and terms.

Want to buy a TV set—which many “prophets” said in late 1950 would be virtually unobtainable by April, 1951?

Go into almost any store and make 'em an offer!

So it goes in line after line where the big problem is to find a dealer who has space enough to store your merchandise, or a currently sound credit rating.

We are *not* predicting a depression.

Everybody's employed—at high wages. Despite higher taxes, discretionary spending power is high.

But people are choosy. They must be educated—enticed—implored—reminded.

Tough selling days lie ahead—calling for an active, well-trained, enthusiastic sales force, backed up by powerful advertising and by store promotion.

We don't think John Chapman of the McGraw-Hill International Corporation was far off the beam when he told members of the Export Managers Club on March 20: “American manufacturers will be scouring the world for export markets in 1952. This country's productive capacity is so great it can readily fill the defense requirements before the end of 1952, and will need overseas outlets to help absorb its vastly expanded output.”

WOMEN—AND THEIR MONEY

Since women are supposed to own over half of the country's capital assets and to account for 80% of the store purchases, the following excerpt from a speech by SM subscriber M. R. Wilson, General Sales Manager, Thor Corporation, has particular significance in this year of 1951 when families are well supplied with the comforts and many of the luxuries of life, and can sit back and wait for what they think are real bargains:

“The general aim of advertising is to decrease sales resistance. We all know that one of the most difficult things in the world to do is to separate a *man* from his money, even though we offer good value in exchange.

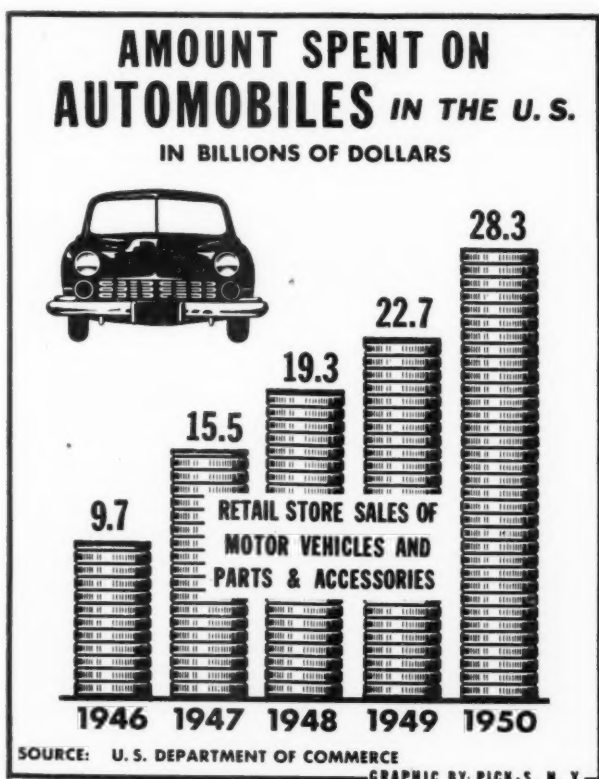
“It is even harder to separate a *woman* from her money—and since I am in the business of selling home laundry appliances, which are normally sold to women, I know what I am saying on this subject.

“At Thor our 1951 advertising expenditures exceed 1950's. . . . We know the Thor name and products must be aggressively advertised and merchandised in our highly competitive industry if we expect to hold our large share of sales.”

MORE POWER TO BRANCH MANAGERS

Pepsi-Cola's current annual report points out that from 1936 until 1950, a substantial portion of the product's domestic sales promotion had been supervised outside the company's own organization, but that, “We have now gained complete control of sales promotion in all regions.”

The company has established regional offices in Atlanta, Chicago, Washington, D.C., Dallas, San Francisco, Columbus and Syracuse and has given the managers, “the authority with which to implement effectively the plan-



ning and sales promotion strategy of the home office management.

"Now, for the first time, our franchise-bottlers will be able to deal directly with responsible company officials in their own geographical areas."

SM senses a *trend* in the direction of giving branch managers a bigger voice in the advertising and sales promotion needed for their areas. Not only are they better able than any man a thousand miles away to determine the what-kind and how-much of the advertising support which is needed for successful territory development, but there's likely to be a direct relationship between the extent of their participation in the planning, and the excellence of the *merchandising* job they do on the campaigns.

SMART SELLING

One of the tenets of politics long has been, "If you can't lick 'em, join 'em." Business has never cottoned to that idea to any great extent, although currently a minor revolution seems to be taking place in the Middle West and East, where officials of certain railroads have sold motor freight operators on the idea that loaded trailers should be carried on flat cars for the long haul.

In the field of advertising media, it has been pretty much dog eat dog as between such major groups as newspapers, magazines and radio.

So when you see a smashing headline, "Yes, Television is here to stay!" you expect to find the signature of some company in the TV field.

You're wrong. The sponsor of the message is Metropolitan Sunday Comics.

The opening paragraphs of their advertising page bear repetition because they sum up so eloquently the current battle for the consumer's *time*—as well as his dollars:

"The people of America are bombarded day and night with sights and sounds, words and pictures . . . 72-page newspapers . . . magazines beyond counting . . . radio around the clock . . . phosphorescent paint signs . . . multi-plane sky-writing . . . loudspeakers in buses . . . roadside rhymes . . . books . . . booklets . . . brochures . . . movies.

"And the latest, most sensational member of the family—television.

"The 24-hour day has not given an inch of ground, not a second of time. The human mind cannot absorb every course of this intellectual feast."

So, accepting TV as the newest, fastest-growing medium, one which the advertiser probably *wants* to use, Metro asks: "Television and *what other media* make the strongest combination?"

You know their answer, of course . . . It's a daring sales tactic to sell a competitor along with yourself, but in this case it seems to make a lot of sense.

PHILIP SALISBURY
Editor

What's My Name?

The products represented by these trademarks would have been quickly recognized not so long ago.

In recent years they haven't advertised much; many have stopped; some are out of business. Moral: It pays to *keep on* advertising. Number 11 on the list is making a comeback and will be the subject of an early SM article. The trademarks were exhumed by L. M. Beals of the Carrier Corp.



CORRECT ANSWERS:

1. Wilbur's Chocolate Buds 2. Zu Zu Ginger Snaps 3. Topkis Underwear 4. Sweet Caporal Cigarettes 5. Chalmers Autos 6. Sunny Jim (Force) 7. Dents Toothache Gum 8. Goblin Soap 9. Neolin Soles 10. Sonora Phonographs 11. Moxie

SALES MANAGEMENT

Do advertising agencies lack understanding of basic sales problems?

Do agencies tend to be copy specialists—and little else?

Are most agencies far too weak on merchandising?

Is the agency point of view on media perverted by the 15% system?

Do agencies encourage over-spending on advertising?

Do agency men tend too much to the "big-town" viewpoint?

Are Agencies Worth Their 15%?

BY LAWRENCE M. HUGHES*

PART I

World Wars I and II may merely have been curtain-raisers for the main event. To survive World War III, managers of businesses are carefully weighing costs they must meet and the forces they must harness.

They are taking, for example, a harder look at advertising: Most of them now seem to know that sound advertising, geared to sound sales operations, is more important than ever.

They are weighing the work and compensation of their advertising agencies: Do these agencies do the jobs they are supposed to do? Could or should they do more? Or should some or all agency functions be performed by the advertiser or by other services? Do the agencies get too little or too much for their work? Are the methods by which they are paid fair and constructive for both advertiser and agency?

Advertising agencies are not a line of business that lends itself easily to analysis. Their products are intangibles, compounded of widely varying degrees of imagination, experience and skill. They properly claim credit for many of the inspirations and techniques of modern advertising. To some extent they claim, even, a sort of superprofessional status as the doctors of our economy, the molders of our habits, and the generators of our well-being.

Says the American Association of Advertising Agencies:

* Another article by Mr. Hughes, dealing with agency compensation, will appear in SM for May 1. Also see page 144.

"When engineered by keen and devoted minds, soundly planned on solid facts, delivered in messages of truthfulness and taste, and received by an understanding public, advertising becomes far more than a profession. It becomes economic statesmanship. . . ."

But as in every other profession, and in other human pursuits, advertising—on the agency as well as the advertiser side—has its percentage of practitioners who fall a bit short of this ideal. Long before Frederic Wakeman wrote "The Hucksters," some agents were being called names even worse.

What Price Wowling?

Shortly before this novel appeared, the Four A's hired Elmo Roper to find what industrial leaders thought of advertising and of advertising agencies. Roper's people had "depth interviews" with nearly 250 officers who held a total of 834 directorships.

The Four A's did not release the 600-page report. But summarizing some of it, in 1948, one member of the committee in charge, Leo Burnett of Chicago, told a Four A group that, while advertising came out well, the agents are "stamped with a reputation for glibness rather than earnestness; . . . for 'wowling' people rather than converting them," and for "cleverness (rather than) sincerity."

Specifically, Burnett said, many industrialists believed:

"1. We are not enough interested in their basic business problems.

"2. Our thinking begins and ends with advertising.

"3. We are salesmen first and foremost.

"4. We are primarily interested in increasing appropriations.

"5. We are long on promises—short on delivery.

"6. As a result, we are people who have to be indulged." . . .

However, in talking with advertising agents on what *they* think of management, including their own clients, SM *learned that*:

1. Many company managers will not admit their agents to policy-making, nor otherwise give them enough basic business facts to do their maximum job.

(For example, one of the largest rubber companies forces its agency to operate in the dark, refusing to give it any factual sales data about the products for which it prepares the advertising. Once a year it tells the agency that according to its own estimates, its tire sales are a certain percentage of the field. Then the agency scurries around and tries to get a reliable estimate of the size of the field.)

2. Some company managers still regard advertising more as a luxury than as a steady, month-in-and-month-out investment.

3. Therefore, their advertising and its effectiveness may fluctuate widely.

4. As Wakeman dramatized in the megalomaniac character of the soap magnate in "The Hucksters," clients may demand more than indulgence.

5. Yet, in the face of all these forces, the agency tries to keep the advertising program going forward on the track.

Above all, the agents emphasize, the advertiser is the client—the source of their livelihood and the decision maker. They can only *recommend*. . . .

Nevertheless, the clients have been and are legitimately concerned with their agencies' faults—and especially, perhaps, with the fact that their own indulgence has enabled the agencies to do so well in spite of them. Two ad agents have made \$40 million fortunes. The list of agent millionaires sometimes has caused some advertisers to wonder who's promoting whom.

Walter P. Chrysler once said: "My agent owns a 200-foot yacht. I wish I could afford one." He was addressing a group of Capital C Clients—among them Alfred P. Sloan, Jr. of General Motors, Richard R. Deupree of Procter & Gamble, Colby M. Chester of General Foods, and S. Clay Williams of Reynolds Tobacco.

They had met to see if agency commissions could not be reduced. In fact, the whole paid-by-media agency commission system got a thorough going-over. The time was during a depression, in 1933. The outcome was decisive and in favor of the agency commission system.

U. S. v. "Commissions"

Currently, agency commissions as paid by one medium are under fire in an anti-trust action by the Department of Justice.

In a complaint filed in Federal Court at Chicago last summer, against Outdoor Advertising Association of America, the Government contends that advertisers who want to buy outdoor advertising direct, should be able to do so on the same terms as advertising agencies.

If the Government is successful, the OAAA and its members would be enjoined from any action which "requires the payment of a fixed agency commission," or which prevents an individual outdoor plant owner from dealing "directly with national advertisers" — on whatever terms he may choose.

For two decades, the Government charges, OAAA and its members "have engaged in an unlawful combination and conspiracy to fix the rate of commission payable to advertising agencies." In outdoor this commission is 16-2/3%. In nearly all other media which grant agency commissions — newspapers, magazines, farm and business publications, network and spot radio and TV—it has been standardized at 15%.

The 15% commission, plus a 2% cash discount, have been an objective of the Four A's since its founding in 1917.

Counsel for the Four A's believe that a Government victory in the outdoor suit would *not* affect agency commissions paid by other media. . . .



ADVERTISER'S VIEW: Agents too often are stamped with a reputation for glibness . . . for "wowing" . . . for cleverness rather than sincerity. Hence the "huckster."

Such commissions began a century ago when advertising was young, national advertisers were rare, and agencies brought publications a secondary source of income by selling some of their space to advertisers.

As the agencies changed employers and began to write ads and buy space for advertisers, publishers continued to pay them commissions — because the agencies simplified *their* problems of serving advertisers, sold their media to advertisers, and thus helped to create more advertising for all concerned.

Today, only one-fourth of advertising agencies' revenue is paid directly by advertisers, usually in fees for other services. Three-fourths of it still derive from media commissions for preparing and placing ads.

The fact is, of course, that all the costs of all advertising are paid by all advertisers. The commission system—whatever its advantages—tends to conceal this and to render painless the costs of agency service. It also gives some advertisers grounds for claiming that, as Elmo Roper found, instead of becoming "basic business" development consultants, the agencies are chiefly concerned with "increasing appropriations"—specifically in media which pay commissions, and where agencies' return for effort involved is greatest.

The Four A's says in a current booklet that agencies should "advocate . . . advertising in competition with other means of sales promotion." A vice-president of a leading agency recently referred to such non-commissionable media as sampling, premiums and point-of-purchase as "collateral services." Some agencies prefer

not to tackle them at all.

On the other hand, many company managers to whom SM talked or wrote said they had a right to expect from their agencies advice and cooperation on *all* media which might fit their objectives. They also emphasized that advertising should be considered as one leg of a three-legged stool, of equal importance with selling and merchandising.

Contributing directly to this article were advertisers and agency executives and advertising consultants.

To presidents of 300 advertisers was sent an eight-paragraph letter, enclosing an 11-point questionnaire on agency functions and compensation. One hundred recipients were among the largest advertisers. Two hundred were picked at random from medium-sized and smaller advertisers on SM's subscription list.

While the findings may not fully or accurately project top management "opinion," it does represent a fairly wide range of industries, sales problems and advertising expenditures.

Included are producers of appliances and household products, food, drugs, automobiles, farm equipment and industrial metal products companies; also aircraft, auto supplies, building materials, mail order books, personal leather goods, petroleum, rubber and writing equipment.

Expenditures range from \$180,000 to \$7 million. The study is "weighted" by large advertisers spending \$1 million or more.

The group includes none of the advertisers in the appliance, automobile, cosmetic drug, food, liquor, tobacco and other industries who, reportedly, own or control agencies.



AGENCY MEN'S VIEW: Clients can be dictatorial . . . may keep basic marketing data from agents . . . tend to fuss on copy—with assists from wives and in-laws.

More than two-thirds of the replying advertisers consider advertising primarily as a "sales" function, with the head of advertising reporting to the head of sales. In about one-fourth of the responding companies, advertising is separate. With one company advertising is part of public relations.

In nine-tenths of the cases where this particular point was noted, the advertising department is "superior" in top management thinking to the ad agency. A \$1.5 million metal products advertiser said the two "co-ordinate with" each other; a \$500,000 food advertiser puts them "on an equal basis," and only a \$3.1 million food advertiser reported that this department is "subordinate" to the agency.

All companies SM consulted employ agencies, and for all, the agencies place and for nearly all they create advertisements. Management seems to regard ad-creation and ad-placement as the primarily, and in some cases the sole, agency function.

About one-third said the agencies perform merchandising and display services, and about one-sixth, publicity. Only a few mentions were given to preparation of direct mail, catalogs and trade and consumer literature.

Predominantly, these agencies are compensated by commissions from media. But several advertisers noted that they pay fees for "extra work" and for such functions as research and publicity. They also pay fees, ranging from 15% to 17.64%, on production costs.

To the question, "What additional functions would you like your agency to perform?" about two-thirds of the

advertisers replied "none." But the others mentioned—and some mentioned several—merchandising or "store work," sales promotion, product and market research, trade paper advertising, and "more promotion of advertising and research."

To "What functions now performed by your agency could be better performed by your company or by some other organization . . .?" nearly two-thirds said "none." But several cited research, publicity, industrial or trade advertising, direct mail and packaging.

Management generally regards the agencies' "strongest contributions" to be, first, copy and layouts, and then media functions. But also stressed were "broad knowledge of and experience in advertising;" "independent and impartial viewpoint;" "knowledge of our business."

Others were mechanical production; "qualified people;" knowledge of radio and TV and outdoor; "relieving the advertising department of details;" "expert help on merchandising;" "willingness to cooperate on sales plans and extra service." Some said "publicity," and one: "Co-ordinating all public relations."

Several advertisers reported as agency contributions: "Stressing the need to advertise," and "making sure we maintain our ad program."

When asked about their agencies' "greatest shortcomings," about a third reported "none." The majority emphasized such things as (a) limited scope of services, (b) unfamiliarity with their day-to-day sales problems and with their customers, and (c) lack of merchandising ability and facilities.

Some executives said their agencies "don't understand the business"—even "lack intuitive feel of business," and "don't know the product, marketing methods or policies."

Others commented: "Too much theory and big town viewpoint;" "not too close to us," "slip into conventional rut;" are "short on ideas," and "don't always think through their recommendations;" "encourage overspending;" "won't concede that other answers than advertising may be found."

Several noted "high cost of sub-contracted services"—specifically on art and printing. A couple mentioned agency personnel turnover and contact on their account by lower-rank personnel. One didn't like "geographical separation" from his agency.

Some stressed their agencies "lack of strong trade paper advertising."

Where Most Valuable?

Answering another question, nearly half thought their agencies of greater value in consumer than in trade or industrial advertising. Over a third found the quality of the work about equal—several of these employing different agencies for these functions.

Meanwhile, nearly all of the advertisers who filled out SM's long questionnaire said they want agencies to *continue* to create and place their advertising.

Several would rather do their own trade and industrial and have the agency handle consumer advertising. A building materials concern, spending \$750,000, would have the agency create ads but not place them. A chain store group, spending \$3 million, wants its agency (which works on a fee basis) to create special ads only.

Reasons for having agencies continue to handle creation and placement range from their "knowledge and skill" to "handier" and "cheaper." Other executives said: "There's no other service an agency can render;" "they make us spend enough;" "we pay for it anyway," and "the commission system provides for it."

Still others: "Creation is a joint effort, but the agency knows how to place," and "we get two points of view."

One advertiser emphasized: "I believe in *doctors*." . . .

Although many advertisers still see them primarily as makers and distributors of ads, a number of agencies say much about their broadening "professional" status. Advertisers should go to them as they would to Johns Hopkins or the Mayo Clinic,

(Continued on Page 128)



A GLAZED CONTAINER . . . for Richard R. Higgins, the Kendall Company's new president. He and his wife were combining business and pleasure south of the Mason & Dixon Line when word came that another line had been added to the sign on his office door: "President." And back at his desk he found that an admirer had sent him a tremendous jar with 12 growing orchids. Someone thought one "orchid" wasn't enough . . . Suave, good-looking Richard Higgins—who was named the outstanding boy in his prep school graduating class—was "managing" before he got out of Harvard. He managed the only Harvard football team that ever played the Rose Bowl. Dick Higgins has never worked for anyone but Kendall ("I've always liked the selling end of the business best.") *Began* as assistant to the president—straight out of Harvard. Twenty-five years later he was awarded the presidency. During the years between he's worked in various Kendall plants, learning by actual experience how mills are operated. He became general s.m. of Kendall Mills Finishing Division in '29; thereafter, successively, Kendall's director of merchandising and v-p and treasurer in '49. He'll continue as treasurer in addition to being president.

They're in the News

CONTROVERSIAL . . . is the most apt adjective to hang on the person of Senator Dudley J. LeBlanc, creator of Hadacol, itself perhaps the most controversial patent medicine ever marketed. Until now, when he's launching it in the sophisticated, wised-up East, the Senator (The title's legit: He's State Senator, Louisiana.) has confined his tremendous operations to the South. Now, to crash this toughest of markets, he's switching his advertising style from the sometimes hard-to-swallow endorsements which have brought cat calls from the incredulous sections of his gallery, to a more believable and dignified school of selling. He'll use the same media which have put over Hadacol in the South (There he's had 1,000 radio stations, each carrying five daily commercials.), will spend a cool \$ million a month in advertising. Which makes Hadacol one of the world's great advertising spenders. LeBlanc's shown here unveiling the new three-dimensional sign, in Grand Central Station. When asked what Hadacol is good for LeBlanc says, "About \$4 million, net, a year."



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SUCCESSFUL FAILURE . . . Lives there a salesman who hasn't heard—and probably studied—Frank Bettger's success story? If you've been on Mars you may not know that Frank penned the "sleeper" book which became one of the non-fiction best-sellers of the year. It's *How I Raised Myself from Failure to Success in Selling*; it's sold over 200,000 copies, is in its ninth printing and is still going strong. But when he was 29 Bettger was a total failure—a weak, ineffective salesman. He determined to do something about it, to make of his own raw material a finished salesman—not "finished" in the sense his boss thought. He developed what he considers to be sure-fire sales principles—most of them his own—became, to everyone's amazement, Fidelity Mutual Life Insurance Company's top salesman. In the 11 years between his lowest ebb and his fortieth birthday he was able to buy an \$80,000 estate, achieve all his career goals . . . Frank had to quit grammar school to go to work as a plumber's helper. Later he became a professional ball player (St. Louis Cards). An injury forced him out of baseball ("Luckiest thing that ever happened to me.") For years, as extra-curricular activity, he's taught salesmanship at the Dale Carnegie Institute.

BY HARRY WOODWARD

IT RHYMES WITH OUCH . . . When people ask Clarence E. (for Edgar) Stouch how to pronounce his name he tells them it's as obvious as what comes after a pinch. But no one ever had to pinch Mr. Stouch to make him move. This Westminster, Maryland, product, who's Crowell-Collier's new president, has always run on a full head of steam. He began his career with the Pennsylvania Railroad, as a case in point. But during his school days he edited his high school paper, decided he wanted printer's ink in his veins. It took him a flock of years to get back to influencing people via the medium of newsprint . . . Between the Pennsy and now he was a private secretary with The American Red Cross in Washington. Then he took a similar job—realizing he could learn more about business from that vantage point—for H. P. Davison of the J. P. Morgan empire. He's been president of the Publishing Corporation since 1941. And at Crowell-Collier he's acted as chairman of the finance committee, proving he made use of his Morgan background . . . The man who, as a boy, edited a school paper and wanted to get into publishing, has come full cycle: He's president of a great publishing house. And he lives in a neat township which resembles the one in which he was born.



A Salesman In Pursuit of An Order:



1. **Promptness is a Courtesy:** Charles Beardsley, Easterling salesman, sets out to keep an appointment. Appointments, usually arranged with the aid of pleased customers, are of vital importance.



2. **"I'm Mr. Beardsley":** Dolores Milligan, career girl, homemaker, student-model, greets her caller. Almost always prospects lipstick-and-powder for Easterling men. Prestige of line has something to do with it.

How Easterling Men Sell 4 to 8 Out of Every 10 Calls

Here's a picture story of the presentation techniques that sold \$1,700,000 of sterling silver in the first year of operation . . . 1946. By 1948 sales had leaped to \$4,000,000. This year Easterling expects to hit \$6,000,000 or better.

**Based on an interview with
JACK LUHN,
President, The Easterling Co.**

The Easterling Co., Chicago, was organized at the close of World War II by a small group of young men who had had pre-war experience in door-to-door selling. Mostly they had earned their spurs and gained their know-how selling aluminum ware. With the return of peace, they wanted to work for themselves, to own their own business. Salesmen, they sold several Chicago businessmen on the idea of supplying most of the cash needed to start them off. This, added to what they had, gave them a kitty of \$150,000.

Jack Luhn, raised on a Midwestern farm, who had put himself through the University of Nebraska by selling aluminum ware house-to-house, and after his graduation had continued in the business, was elected president. The Easterling group reached back into history to select its name. It was a name under which one of the earliest groups of silversmiths had worked. They were the people who had started the sterling business in the first place.

"We selected sterling silver because we had faith in it," says Mr. Luhn. "We thought there always would be people anxious to own fine silver; always people who could afford to buy it if we could find them. We reasoned that a business of this kind would be more depression-proof than

many others. We wanted to get into a business we could be proud of, one for which we would never have to apologize.

"Direct retail selling is creative salesmanship. We felt that with sterling silver we could create a sound, lasting, permanent business. We didn't want to manufacture. We were satisfied to be a sales organization. Our job was to build and train a sales organization while we were building our business."

In its first full year of operation, 1946, the company's sales totaled \$1,700,000; the next year, approximately \$3,000,000; then, come 1948, they totaled more than \$4,000,000. The goal for 1951 is \$6,000,000 or better. As a matter of psychological uplift, Easterling's direct to the home salesmen are not called salesmen. The management thinks "distributors" is a better word. There are today some 700 of them, full time and part time. Full-time salesmen average about \$125 a week.

The management stresses training. Presentations, called "displays," are worked out with meticulous care. Each step, while appearing to be cas-



3. Ice-Breakers: A successful Easterling salesman seeks out facts about prospect to use for conversational cues, usually from customer who helped make the appointment. Is prospect recently out of college? Does she have hobbies—golf, art, music?



4. Proper Setting: The dining room is, by actual test, the best spot for a sterling silver presentation. When prospect and salesman are seated, an early spark of interest is kindled by presentation, to prospect, of a tiny silver spoon in the form of a pin. The order book is visible. Salesman knows abrupt appearance of "the dotted line" creates resistance.



5. Telling the Story: There's nothing impromptu about an Easterling presentation. Salesman spreads a clean white napkin and lays out samples of silver. This is "choosing a pattern." It is more effective than dressing an entire table. Pencil is visible for a purpose.



6. Showmanship: Now the salesman lights two candles, each in a silver candlestick. Reason: The flickering flames give life and shimmer to the burnished silver. They enhance the patterns. The salesman goes through the visual presentation page by page, telling the story of Easterling silver point by point. "Your sterling will be a daily pleasure."

ual, is tested by long experience. All salespeople must be personable and they must have the ability to work with ease. Many are college graduates. The best are those who have been proven by the fire of direct selling. Full-time distributors are both men and women. The women, are likely to be home-making wives, working part time.

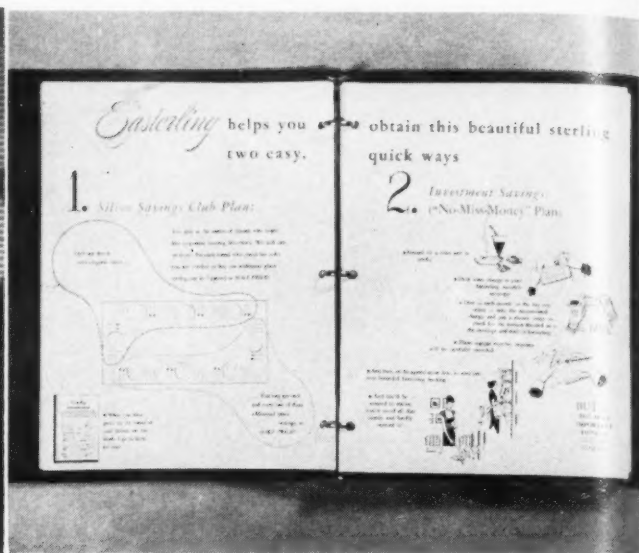
Because of Easterling's careful training, the ratio of sales to display [calls made] is high. Beginners make up to 40% of sales to calls; seasoned salespeople frequently up to 70 or 80%. A field reporter for SM who went out with Charles Beardsley, a Chicago distributor, asked him what his percentage might be. He replied: "My best run, over a period of

measured time, has been 63%. Once I made 13 sales in 13 calls."

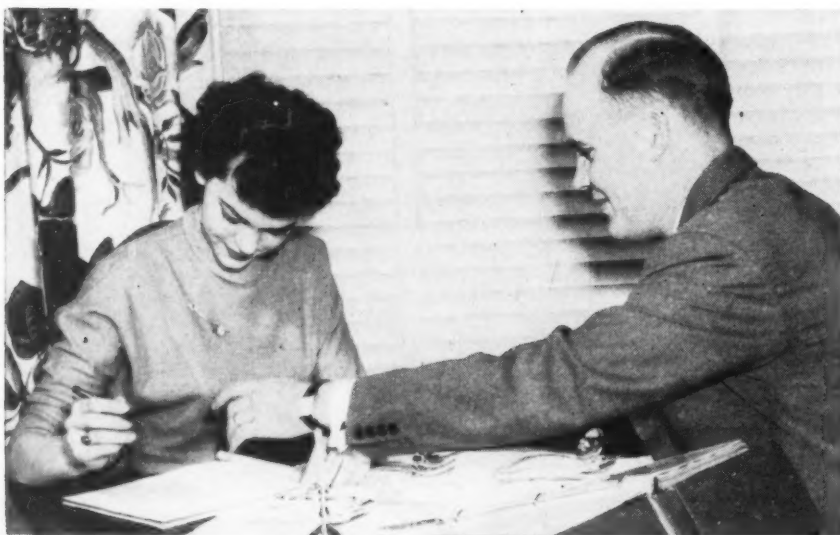
Easterling, by the nature of its business, does not believe in "cold turkey" canvassing. Its strength lies in preparation. One pleased customer gives the distributor the names of friends. If possible, the customer informs the prospect of that fact and so paves the way for the appointment.



7. Photos Are Sales Tools: Beardsley now shows his prospect actual photographs, or color reproductions, of table settings in the homes of such motion picture stars as Dorothy Lamour, Ann Blyth, Lucille Ball, Loretta Young, Valli. This one is, of course, Irene Dunne's.



8. Easy Ways to Buy: With help of presentation book, Beardsley explains two purchase plans: "No-Miss-Money" plan (Save your change for regular instalments.), and "Silver Savings Club Plan," where buyers get a 50% discount for suggesting new leads that are closed.



9. Closing Finesse: Salesman never says, "Sign the order." Remember the pencil? He's used it as a pointer all the way along. Neither it, nor order blank, appears abruptly. And he doesn't call it an "order blank." He hands prospects the pencil, says, "Your OK goes here."



10. Hope Chest: Dolores, with no marriage plans, she says, admires the Easterling Treasure Chest. She earns \$50 a week as a secretary; now silver is part of her budget.

When talking about a prospect with the customer supplying the prospect's name, the efficient distributor will unostentatiously seek to find usable facts for breaking the ice at the opening of the interview. The "ice breaking" technique is important. Right now, it is good to know if a son is in the Armed Service. If so, the subject opened, a picture of the boy in uniform usually comes out. Right away a warmth of understanding is established.

Rarely does a housewife fail to "pretty up" a bit before receiving an

Easterling salesman. His occupation spells sterling silver and sterling is associated with finer things.

Work? Yes, the Easterling distributor must work. The secret, according to Mr. Luhn, is to know the sales presentation to its utter perfection. The distributor, to become a top-flight man, must practice his art until he is letter-perfect. Ease of manner is vital. Then he should have the stamina and determination to:

1. Work a full week every week, making sure that at least 40 hours

are spent in effectual effort.

2. Sell at least \$500 worth of silver, retail value, each week.

3. Make at least 5 sales a week.

4. Call on at least 12 prospects a week.

5. He should, if he does his work right, average \$2.50 in commissions for every hour of effort.

"We have a fixed feeling that every woman in the world *wants* sterling silver," says Jack Luhn. "While stores wait for customers to come in to buy, we go out and find the customers."

Now—Industry Telecasts Its Story

BY TERRY ARMSTRONG

Some make TV versions of industrial films and offer them to stations to use as program fillers. Others are on a straight commercial basis. Thus America learns more about arc welding, rubber, oil, tuna fishing, lumber, candy. It's a new aspect of industrial advertising and public relations.

The past year has seen a marked increase in TV presentations with industrial themes—and in those which dramatize the roles of various private enterprises in promoting more bountiful living. Both "live" and film shows of this type are reaching millions.

An especially good break is being enjoyed by those organizations and trade associations which have good educational and public service films, because, in most instances, a reciprocal deal can be entered into with TV stations. That is, many stations welcome good "filler" films for unsponsored time slots during the telecasting day—particularly late evening. And no booking fee is involved. Such an arrangement, naturally, helps the organization to realize a bigger return on its original film investment.

Because they are greater in number, let's first consider the film presentations.

There's the film, "The Magic Wand of Industry—Arc Welding," a presentation of the Lincoln Electric Co., Cleveland—and a production which had previously been enthusiastically received by industrial groups and technical schools.

The film depicts the role of arc welding in practically every major industry in America—giant airplane plants, shipyards, steel mills, construction jobs and even in the creation of household appliances. The first part of the movie is devoted to the ABC's of arc welding. Covered are the fundamentals of the process, the electrical circuit, types of welded joints. The penetrating force which assures high strength and good fusion is explained in detail by close-up views and animation.

Utilizing this production, Lincoln

began to experiment with video in late 1949. The 35mm film originally had a running time of 25 minutes but Lincoln later had it condensed into a nine-minute version which was shown in a number of movie houses.

The test run on this shorter version over WNBK, Cleveland, convinced the company that it had a good TV vehicle.

The first move television-wise was to send a letter offering the film to the then existing stations. Only three used the film. General reaction indicated that there would have been greater acceptance of the presentation had the film been 16mm instead of 35mm, a size which few operating stations were equipped to handle.

Without loss of time, Wilding Pictures Corp., the concern which made the master film, was directed to make 10 black and white 16mm prints of the short version. These prints were delivered to Lincoln at a cost of only

"Do's" and "Don'ts" for Films for Television

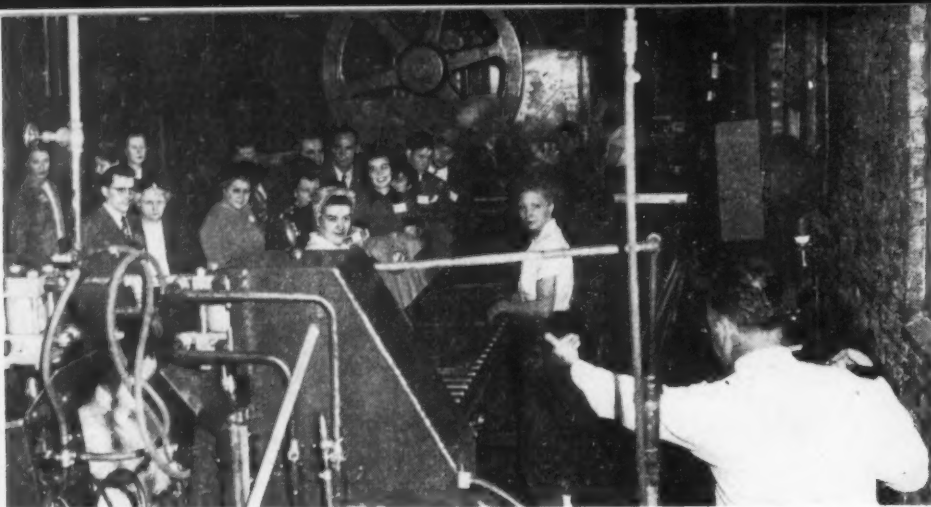
Because it appears that industries (or their trade associations) will continue to lean heavily on films for their TV activities, SM has checked with some of the top film programming directors for their ideas on the subject. Principal suggestions are:

1. Length is an important consideration. If the film is intended for a 15-minute time slot the feature length should be held down to 12½ to a 14-minute limit. This is in order to permit time for a station announcement, a trailer or a brief commercial. For a half-hour offering, 27 minutes is a good length as it allows for any desired station breaks or commercials.

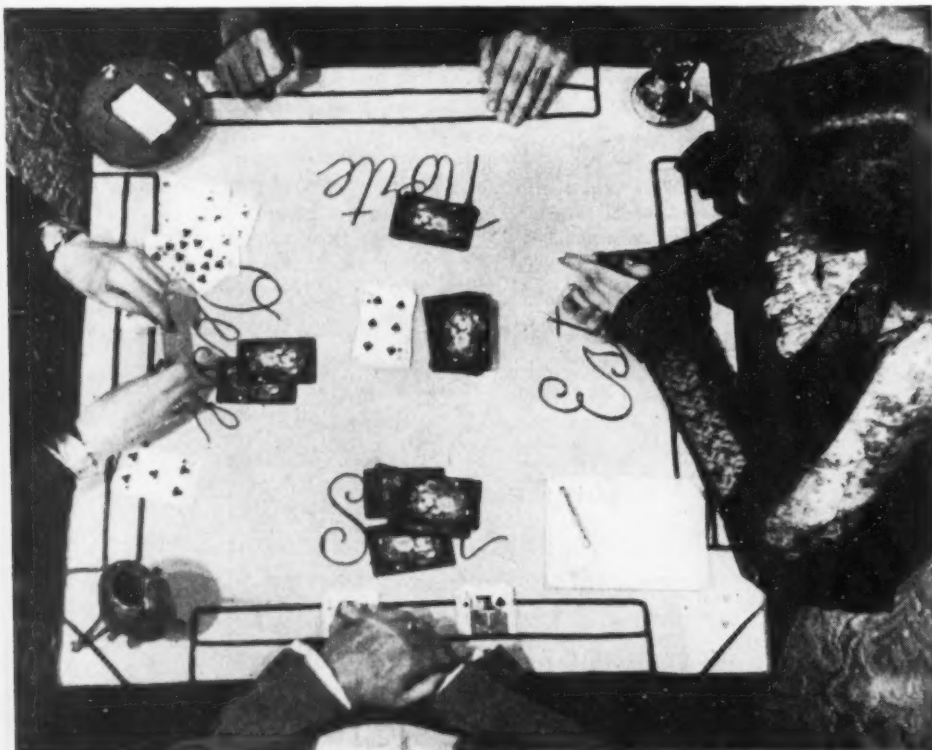
2. On films which were originally created for uses other than television, companies should see to proper editing—the highlighting of the more dramatic sequences and the elimination of "dated" material or portions which might be considered ill-suited to general public consumption. Sometimes an original 30-minute industrial film can be telescoped into a fast-paced, smooth vehicle for a 15-minute program.

3. More stations are equipped to handle 16mm film than 35mm film.

4. Don't crowd the program director about returning the print. He may like it, think it good material, but not as yet found an available or suitable time slot for it.



IN FORMAT AND STORY "Industry on Parade" resembles an orthodox newsreel. It is being presented by National Association of Manufacturers. Designed for a 15-minute time slot.



TV STATIONS have highly endorsed "Let's Play Canasta" (above) as program fare. STORY OF ADVERTISING (below) is dramatically unfolded in the film, "The Magic Key."



\$181 including can containers and shipping cases.

Offer of "The Magic Wand" in 16mm size brought in immediate and heartening response from 22 major stations. As far as could be ascertained seven of these stations used the film twice and at least three stations telecast it three times. At that time it was not so simple to obtain accurate programming data from all the stations. However, Lincoln Electric has been able to compile a record wherein 14 showings indicated a potential audience of 1,300,000 sets. Lincoln neither receives nor pays a booking fee for this movie. Each transaction is on an out-and-out reciprocal basis.

One station program director wrote the Lincoln Electric Co.: "Thanks very much for your production. We screened it and won very good response. This film has the professional touch which makes a good TV presentation; very informative as well as entertaining."

Here's One Case History

Another industrial film which is enjoying a successful television career is B. F. Goodrich Company's "Rubber Lends a Hand."

Last September the company sent a letter to the program directors of 55 television stations describing the presentation and offering it to them as a "standby film" for a designated length of time. In cities having more than one station, only one was offered the film. A self-addressed post card was enclosed with each letter, making it easy for the stations to request a print of the film.

Records to date show that 22 stations have accepted "Rubber Lends a Hand"—and definite reports have been received from 16 stations. Several have indicated that the presentation has been telecast two or three times over their facilities. The case history of this particular TV venture is notable in that in the majority of cases it has succeeded in obtaining showings during some of the prime time slots in the afternoon and evening.

Typical of the comments "Rubber Lends a Hand" has received from TV station management:

"Film received very favorable comment and if there are any other films you may have cleared for TV, we would like to know about them."

"Many thanks for making this fine film available for our use."

The 28-minute production tells the story of rubber on the farm and demonstrates its role in easing the

"HELP!" CRIED THE BOY. "OVER HERE! HELP!"

He went under the ice to save a boy's life

**Telephone lineman braves icy water three times.
Other members of construction crew help
in rescue and resuscitation**

IT was a cold winter afternoon and a telephone construction crew was working along South Road in Bedford, Massachusetts.

Suddenly they heard a boy's voice from a nearby creek.

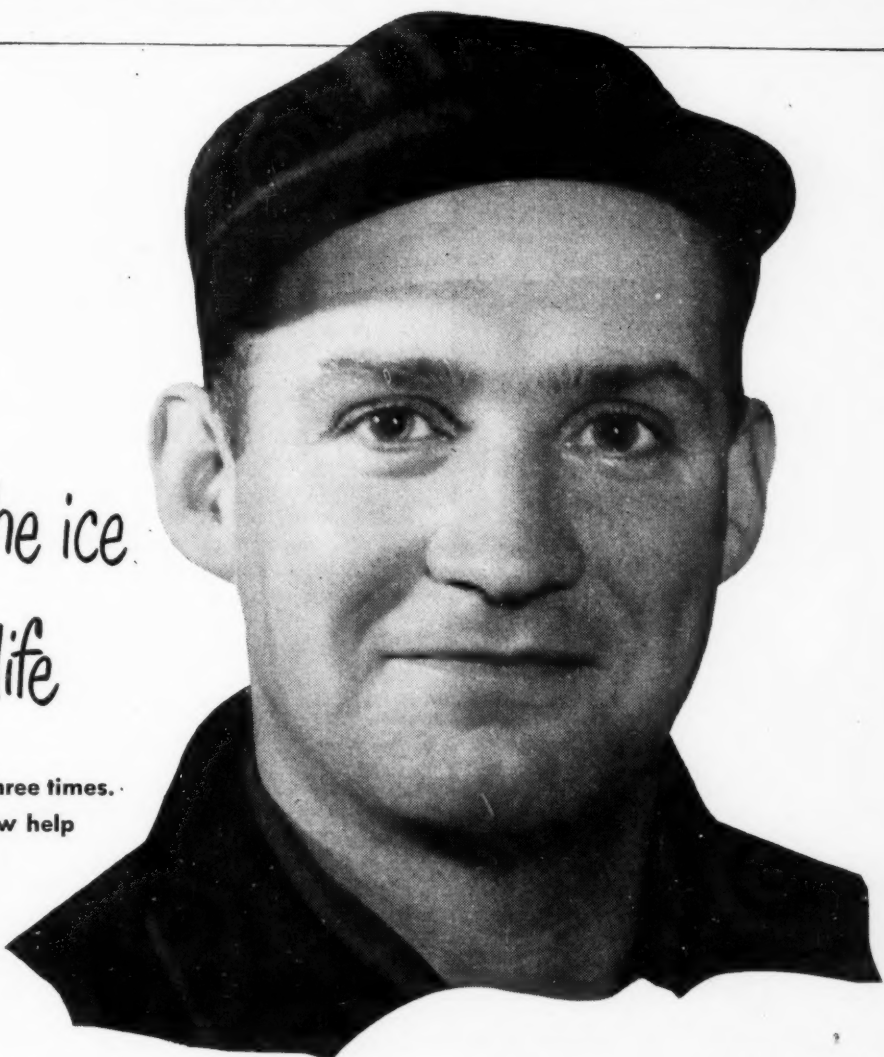
"Help! . . . over here . . . help!"

Robert B. Foley was the first telephone man to reach the bank. A frantic boy told him that his buddy, Donald King, had fallen into a hole and was under the ice.

Foley crawled over the surface flat on his stomach to distribute his weight and keep the ice from breaking. He got to the hole and without hesitating let himself down in the water, clear out of sight.



Suddenly there was a splashing in the hole in the ice. It was Foley, and he had the boy in his arms.



He went down twice without finding Donald. Then the boy on the bank yelled . . .

"No, not that hole. The one over there."

Down went Foley for the third time, pushing himself along under the ice toward a smaller hole, five or six feet away.

The next few seconds seemed like years, for he was out of sight. Then suddenly there was a splashing in the open water. It was Foley, and he had the boy in his arms.

Immediately John F. Fitzgerald, the foreman of the construction crew and trained for first aid in emergencies,

started to resuscitate the boy and had him breathing by the time the police and firemen arrived with an inhalator.

There's a postscript to the story that you might like to hear.

In recognition of their deed, Robert Foley and John Fitzgerald were given Vail Medals, the traditional awards to telephone people for meritorious acts performed in the public service. Robert Foley also was awarded a bronze medal by the Carnegie Hero Fund. Malcolm S. Cate, Jr., Harold G. Nelson, John T. Cochran, Howard C. Roche and James H. Lucas, the other members of the construction crew, received Company Citations.

HELPING HANDS—This is just one of many stories of the skill, courage and resourcefulness of telephone men and women in times of emergency. . . . Not all of them tell of the saving of a life. But there is scarcely a minute that someone in trouble or urgent need does not turn to the telephone for help.

No matter who it may be or what the hour of the day or night, you know that telephone people will do everything they can to be of service. And do it willingly and courteously, with all possible speed. . . . **BELL TELEPHONE SYSTEM**





DRAMATIC SHOT taken during "Success Story's" (left) coverage of the Kaiser Steel plant at Fontana, Calif.

EMCEE CHUCK TRANUM makes a shaving brush (below) under the supervision of an executive of the American Safety Razor Co.



work of modern farmers. Shown are 45 types of farm machinery and equipment in action—and the development of 27 different crops and products. Audiences see America's most noted farms such as the fabulous King Ranch in Texas and the Walker-Gordon Farm in New Jersey. This motion picture reveals the most advanced farming ideas and shows how the "genius for improvising," typical of American farmers, has made so many of today's farms more productive.

"Rubber Lends a Hand" was filmed in 17 different states by Wilding Pictures Corp. at a total cost of \$104,000. The feature, before its TV debut, was shown extensively before Granges, farm cooperative societies and agricultural schools.

A production which is finding ready acceptance with TV stations is "Tuna Fishing," produced for the French Sardine Co., by Harry Bourland in collaboration with Rhoades & Davis, San Francisco, the firm's advertising agency. To date it has been shown over 24 stations and is scheduled for showings over several more. Bookings are arranged through the French Sardine Co. and its sales brokers. "Tuna Fishing" is generally telecast Sunday afternoons or in the late evening.

While the theme is that of the "big business" of gathering and canning an important food product, the film has an angle which has strong appeal to sportsmen and an element of excitement which clicks with TV viewers of all ages.

The 20-minute vehicle reveals that fishing for tuna is really "sport fishing" on a grand scale because tuna are caught with pole and line. Depending on the size of the school of tuna, one, two, or even four poles are used in tandem to pull the fish in. The fishermen often stand knee-deep in water on specially constructed catwalks. Hooks are barbless and tuna must be lifted individually from the water onto the deck.

One sequence shows one of the fast, modern all-steel tuna clippers being prepared for a three-month voyage ranging as far as the Galapagos Islands—how it is equipped with radar instruments and how gear and

provisions are stored. Another sequence shows how tuna is processed and the careful selection necessary to maintain quality standards.

Produced at a cost of \$10,000, "Tuna Fishing" provides an excellent pattern for combining the ingredients of an educational and entertainment nature.

One of the most dramatically portrayed stories of the advertising industry began to reach the television viewing public late last summer when the film, "The Magic Key," had its premiere over KTTV, Los Angeles. The 20-minute, 16mm presentation was produced in Hollywood by the Raphael G. Wolff Studios at a cost of approximately \$52,000. Its aim is to help people understand the vital function of advertising—in creating jobs, in producing national wealth, in making lives fuller and happier. The motion picture shows the relatively slow progress of mankind down through the ages and reveals that advances had been accelerated during the last half century by the demand created by advertising.

While TV is regarded as a "natural" for presenting this history of the advertising industry, the Wolff Studios, in addition, have made a special version in color for use by business and management organizations and general educational purposes.

Associations' Projects

No less entertaining and interesting are some of the TV activities which various trade and business organizations have undertaken for their respective industries. There is, for instance, "Harvesting the Western Pines," a presentation of the Western Pine Association, a regional lumber organization. The vehicle features no advertising. It is strictly an educational film about the western pine industry and no reference is made by name to individual companies.

Briefly—an unseen narrator carries the audience through the entire logging process of lumber production. Beginning with sweeping panoramas of typical western forestlands, the movie identifies each of the three principal species of western pine in close-ups and illustrates selective logging methods. Fire prevention systems are explained and actual fire fighting sequences included. Manufacturing sequences begin at the log pond and convey the audience up the bull chain, through the sawing operation and on through the grading, sorting and drying operations. Planing mill shots include precision surfacing and trim-

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stop advertising . . .
if...

**... IF a sales executive finds demand exceeding his ability to deliver
—and IF he uses advertising only to increase demand.**

BUT many sales executives have learned that advertising can be used for many important parts of the customer relations job *other than getting orders.*

They view advertising as a high-speed, low-cost means of communicating *anything* they want to get across to customers and prospects. These sales executives know that, regardless of "conditions," they *never* have enough salesmen (or the salesmen never have enough time) to get *all* that they want told, to *all* of the people they want to know it, as *often* as they want to get it to them.

You may need advertising now more than under "normal" conditions

If current and impending situations have caused you to adopt new policies, on prices, allocations or delivery, you want *all* customers and prospects to know what they are, as promptly as possible. You want them to know *exactly* what they are.

Are scarcities in materials or components going to require changes in your products that need explaining? You'll want this kind of information to reach many people other than those your salesmen see regularly.

Will your product be in grievously short supply? Then perhaps you have some good ideas that will help present customers make the products they have last longer. (We're thinking now especially of *anything* that requires good care for long life.)

What do your customers and prospects think?

Aside from the things *you know* you want to communicate quickly and repeatedly to customers and prospects, it may make sense at a time like this to do a little "digging" in your markets to uncover possible misconceptions concerning your products or your policies. Confusion today, if not corrected promptly, might seriously damage a company's reputation and impair its standing in those markets.

In normal times, "ditch-digging advertising" sells by helping people buy. In abnormal times like these, we employ the same "ditch-digging" techniques to help maintain a sound foundation for future business... *by helping people understand!*

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LExington 2-3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

ming, re-grading and the final sequences show loading aboard flat cars.

During 1950, the film (produced by Western Pine Association in collaboration with Screen Adettes, Inc.) was featured over 44 stations, some of which requested repeat showings.

A show which has provided excellent program fare and brought widespread praise from the public is "24 Hours of Progress." A Louis de Rochemont production, it was made for the Oil Industry Information

Committee of the American Petroleum Institute.

The 24-minute featurette is narrated by movie star Ralph Bellamy and the film unfolds the story of the thousands of ways in which oil companies and oil men contribute to the progress, strength, and security of the American people. It includes most of the better known uses of oil products on land, sea, and in the air; in factories, homes and farms throughout the nation.

The Oil Industry Information Committee has 12 district offices which, among other activities, make arrangements for the showing of the film with television stations within their respective areas. The stations are charged no fee. "24 Hours of Progress" is loaned to them as part of the Committee's comprehensive public service program.

It has been shown over television stations from coast to coast, including WNAC-TV, Boston; WFIL-TV, Philadelphia; KTSL, Los Angeles. Evidence of the wide circulation this vehicle is enjoying is revealed in the fact that during National All Progress Week alone (October 15-21) it scored 99 shows for a total of 46 hours telecasting time.

Sets a Record

A TV film which seems certain to hang up a record is "Let's Play Canasta," a 14-minute presentation of the Association of American Playing Card Manufacturers. The 16mm film was designed primarily for television and was produced by Frank Donovan Associates in collaboration with Geoffrey Mott-Smith, a top authority of the game. Mr. Mott-Smith also prepared the Canasta leaflets which are generally offered during the telecasts.

Such a project, it would appear, was destined to find wide audience appeal. According to a study made by the Association, in January 1949 there were fewer than 10,000 Canasta players in the United States. By March 1950 it was estimated that there were more than 12,000,000. As for potential audience, another survey made by the Association before the introduction of Canasta disclosed that 80.7% of all American adults—four-fifths of the adult population—had played cards.

However, before undertaking any TV venture, the Association's officers determined to obtain some measurement of TV station acceptance of such a film. On August 3, 1950, a "feeler" letter (with a return post card) was sent to 105 stations—a letter stating that the Association proposed to offer a "Canasta" film free-of-charge to one station in a city as an entertainment feature. Seventy-six stations replied, and with the exception of six, all indicated that they would welcome such program fare.

A reminder bulletin was sent to program directors the following month. In this mailing piece it was pointed out that it was planned to make the film 14 minutes in length with breaking points for commercials or local announcements. Also mentioned was the fact that a leaflet,

TO CASH IN ON AKRON'S

800 million dollar market!

ALL YOU NEED IS THE PULLING POWER
AND THE EXCLUSIVE FAMILY COVERAGE OF THE

BEACON JOURNAL

Akron's ONLY daily and Sunday newspaper

Akron Buyers READ LOCAL, THINK LOCAL and BUY LOCAL.
To secure your share of sales in this rich market place your messages in the ONLY newspaper that influences local Akron buying.

Akron BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER

Represented Nationally by: Story, Brooks & Finley

information offices, make of the within stations, hours of as part comprehensive television including IL-TV, Angeles, ion this in the l Prog- (21) it of 46 rtain to s Play ntation n Play- 16mm or tele- Frank oration a top Mott- ta leaf- ed dur- appear, audience made y 1949 O Can- tes. By d that 00. As survey ore the dlosed ults- tion— ng any officers easure- nce of 950, a n post ons—a ciation " film a city venty- the ex- at they a fare. ent to lowing it was ed to length ercials men- leaflet,

which supplemented the film, would be available as a give-away to those stations desiring it. The Association even offered to handle the requests for the leaflets if the stations preferred.

As soon as the filmed vehicle was completed 75 prints were made. As each print was sent out another letter and a reply card followed. Program directors were requested to indicate on the card when the film was used, estimated audience, and to comment on the film and the audience reaction.

Since mid-November more than one-half of the stations have responded and praised the film as top program fare. At the headquarters of the American Playing Card Manufacturers Association, New York City, a large bulletin board is maintained for the purpose of recording the success of "Let's Play Canasta."

The cost of the project—master film, 75 prints, talent and literature—totals approximately \$8,000.

This TV venture has been developing a "plus" side as far as audience size is concerned. Recently a group of large department stores which happen to have auditoriums have suggested that they feature the film as a customer attraction and public service.

Service to Public

Television is broadening the audience for the National Confectioners' Association's film, "Candy and Nutrition." Program directors have readily recognized it as an informative feature of interest to housewives and mothers.

Objectives of the presentation are:

1. To help give a clear concept of basic good nutrition, built upon the U. S. Government's "Basic Seven" essential foods.
2. To stimulate interest in the importance of energy foods and the proper place of candy in the modern diet.
3. To discourage wrong habits and to encourage right habits of eating concentrated energy foods, particularly candy.

4. To present basic information about how candy is made.

The production, which cost the Association about \$25,000, was originally planned as an instruction aid for classrooms and home economics assemblies.

The fashion industry, too, has been exceptionally well represented through the medium of television during the last few months. One outstanding venture is that of the New York Dress Institute. Under the direction of the Institute's press director, Eleanor Lambert, a total of

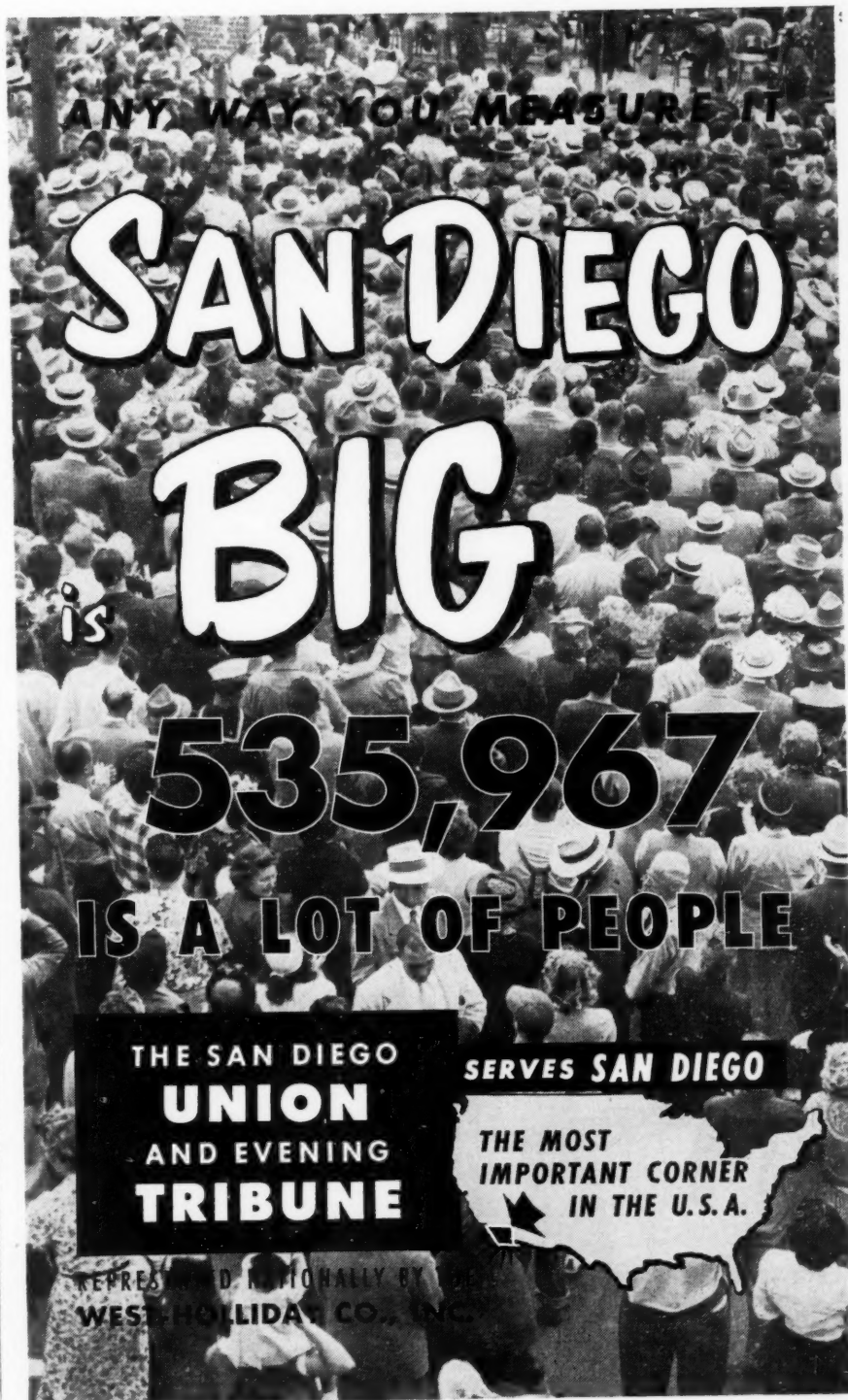
nine five-minute films has been produced and made available to television stations.

In this case the films have been delivered sans sound track. A mimeographed script or guide is provided for the station's own commentator.

For a "live" industrial TV program one of those most worthy of note is "Success Story," an hour-long presentation telecast every other Friday night (on a 52-week basis) 9:00 to 10:00 over station KTTV, Los Angeles. Although sponsored by the

Richfield Oil Corp., the body or entertainment portion of each telecast is devoted to a tour of the premises of one of the major industrial enterprises in California.

Unusual camera angles, spectacular lighting and highly dramatized sound effects are employed to increase the theatrical appeal of this series of adventures into the American way to achievement. With the exception of emcee Keith Hetherington and narrator Bob Purcell, no professional performers appear on the program.



ANY WAY YOU MEASURE IT

SAN DIEGO

is

BIG

535,967

IS A LOT OF PEOPLE

THE SAN DIEGO
UNION
AND EVENING
TRIBUNE

SERVES SAN DIEGO

THE MOST
IMPORTANT CORNER
IN THE U.S.A.

REPRESENTED NATIONALLY BY
WEST HOLLIDAY CO., INC.

the TOUR TEST proves

**KGW THE ONLY
STATION WHICH GIVES
THE ADVERTISER COM-
PREHENSIVE COVER-
AGE... in the OREGON
MARKET**



In the heart of KGW's *Comprehensive Coverage* area are the twin cities of Camas and Washougal, Washington. Camas, with the largest specialty paper mill in the world, and Washougal with its giant woolen mills, are stable, high-payroll communities. Both offer important contributions to the region's economy. A recent KGW Tour-Test, conducted in cooperation with the Oregon State Motor Association, proved KGW's *Comprehensive Coverage* of this rich, important market. The Tour-Test was witnessed by Mr. Clyde Brown, Camas Chamber of Commerce secretary, shown above with "Miss KGW". Only through KGW's *Comprehensive Coverage* can you be sure of maximum results in Camas-Washougal and rest of the great Oregon market.

BROADCAST MEASUREMENT

BUREAU SURVEYS PROVE KGW'S LEADERSHIP

Actual engineering tests have proved that KGW's efficient 620 frequency provides a greater coverage area and reaches more radio families than any other Portland radio station regardless of power. BMB surveys bear out this fact. KGW is beamed to cover the population concentration of Oregon's Willamette Valley and Southwestern Washington.

TOTAL BMB FAMILIES (From 1949 BMB Survey)

DAYTIME	
KGW	350,030
Station B	337,330
Station C	295,470
Station D	192,630
NIGHTTIME	
KGW	367,370
Station B	350,820
Station C	307,970
Station D	205,440



**PORTLAND, OREGON
ON THE EFFICIENT 620 FREQUENCY**

REPRESENTED NATIONALLY
BY EDWARD PETRY & CO.

All personalities involved are the personnel of the various organizations the program features and all dialogue is produced without benefit of script.

First company starred on the program, which was inaugurated November 24, was the General Controls Co., Glendale, manufacturers of pressure, temperature and flow controls. Most of the assembly line operations were registered by the cameras as Hetherington and his microphone were piloted through the plant by a General Controls executive.

The Inside Story

A particularly exciting episode of "Success Story" covered the activities of the *Los Angeles Times*. The three KTTV cameras and sound equipment revealed how news is brought in by local reporters and through wire services, how it is processed through the city editors and re-write men, how it is put into print by means of linotypes, mats stereotyping, and finally rolled off the huge printing presses at the rate of 393,705 copies a day. In this case an unusual switch brought evening televiewers an inside view of the workings of a great newspaper and the following morning brought them a *Times* picture story of the telecasting operations.

The sixth episode marked what is probably the most elaborate "live" industrial presentation to hit the airways. It involved the telecasting of production operations at the Kaiser Steel Corporation's plants at Fontana, Calif.

Four cameras had to be used, two in the open hearth building, one in the blast furnace building and one in the blooming mill. Each of these three locations required its own mobile unit control truck. To integrate the widely dispersed cameras and microphones into a smooth production, an intricate system of telephone lines and walkie-talkie radio transmitters was demanded.

The hot metal from the furnaces and the white hot ingots carried by the giant cranes presented constant danger to the cameramen and posed a difficult problem in lighting. The hot metal, being brighter than anything else, makes the surrounding areas very dark and, as a result, may burn its image on the sensitive surface of the expensive image orthicon camera tubes. Special optical filters had to be used over the lens of the television cameras to minimize this effect.

Other enterprises which have been featured on "Success Story" are those of the Los Angeles Brewing Co., Van de Kamp's Bakeries and

Sparkletts Drinking Water Corp.

Early in February the 10th District Parents and Teachers Association (of Southern California) announced that the program had been selected as outstanding for family viewing for the month of January. The success of "Success Story" can be indicative that the TV-viewing public is not necessarily married to the vaudeville type of entertainment—that it welcomes and appreciates the more mature, informative type of program, too.

"Manhattan Spotlight," a "live" program emanating twice a week from WABD, New York City, is another example of how a presentation featuring industrial themes may provide top entertainment and achieve an enviable following. The program was sponsored for 26 weeks by the Dictaphone Corp. and presently is doing an exceptional job for the Du Mont Television Receiver Sales Division. As a "live" show it reaches the vast audiences of the Metropolitan New York area and frequently is available to audiences of Du Mont affiliate stations throughout the country via teletranscription.

Format of the show is kept flexible and each presentation is custom tailored to the theme with which it treats. While the vehicle cannot be correctly termed an "interview" show, each telecast usually has a guest demonstrator from a leading company in the particular industry being featured.

Chuck and Verne Trantum, the producers, have developed a technique for capsuling a wealth of material into a mere 15-minute time slot. Chuck Trantum, who emcees the show, sets the mood for each telecast and generally contrives a novel introduction and a surprise twist to the demonstration angle.

"Glass Magic"

During Dictaphone's sponsorship of the program, the subject of one telecast was "Glass Magic," a 12-minute history of the manufacture of "miracle" transparent materials and their use in industry. The guest demonstrator was Hugh L. Monteith of the Libbey-Owens-Ford Glass Co. During the demonstration a sheet of Tuf-flex glass was battered with a baseball bat to show its shatterproof character. To prove its resistance to heat the demonstrator next used a piece of Electropane as a frying pan for preparing scrambled eggs.

On another occasion "Manhattan Spotlight" presented the first television showing of the Curtiss-Wright simulator. This is an electronic na-

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chine duplicating exactly a life-size airplane cockpit. Although the cockpit is motionless, the operations are electronically reproduced on the instruments. Test problems, such as engine failure and icing, can be registered for valuable information.

In the list of industrial organizations to which "Manhattan Spotlight" has devoted programs may be included Yale & Towne Manufacturing Co., General Electric Co., Bendix Corp. and Bausch & Lomb Optical Co. Now in its third year, the vehicle probably has presented more industrial shows than any other program.

The cost to sponsor of this 15-minute program amounts to approximately \$1,390 for time and talent on a 13-week basis.

One thing is certain: Industry as a whole, has everything to gain and nothing to lose through a TV project which was inaugurated last October 13 by the National Association of Manufacturers. This is "Industry on Parade," a weekly feature news-reel reporting on the countless facets of American industry and business. Thirteen consecutive releases are guaranteed gratis to recipient stations.

In format and story treatment the program resembles an orthodox news-reel with the exception that the material is not dated. The Radio and Television Department of the National Association of Manufacturers develops the program's themes, whereupon the NBC-TV News Department assigns its cameramen to cover the designated plants and activities. Because of this tie-up with NBC-TV News, NBC-TV network and affiliates are given first preference in instances where there are more than two stations in a city.

"Industry on Parade"

Designed for a 15-minute time slot each program includes four to five stories—each consuming two to four minutes. Because the over-all timing runs to 13 minutes and 20 seconds, there is ample room for opening and closing announcements at local TV stations. Two 42-second segments within the reel make possible additional announcements if the series is locally sponsored.

Basically, "Industry on Parade" treats with:

1. How things are made
2. The people who make the products
3. What industry means to people

4. Developments of prime concern to all citizens such as defense mobilization and production
The themes of one of the reels, for example, were:

Meeting the Demand for a New Wonder Drug
The Village Smithy Still Stands
Dieselizing the Railroads
Small Parts Manufacturers Hold Up Their End
Push Button House

Currently "Industry on Parade" is being shown by TV stations in 49 of the country's major markets.

Comments

As to the reception accorded "Industry on Parade," here are but three of many comments:

"As you suggested, the entire commercial department of station KOTV looked at the print of Reel No. 1 and felt that it would be excellent both as a public service feature and perhaps a public utility sponsorship arrangement.

"Undoubtedly, the showing of this film after television use to schools and public organizations will be utilized, and therefore we would like very much to receive this film weekly as a scheduled feature of our station's programming."

James M. Orchard, Program Director
Television Station KOTV, Tulsa, Okla.

"Thank you for making this excellent newsreel report of industry available to KRON-TV and our Bay Area audience who view KRON-TV programs on more than 100,000 receivers."

Patrick H. Krafton, Program Director
Station KRON-TV, San Francisco, Calif.

"I have just previewed 'Industry on Parade' and think it is a terrific film on American industry. Please sign us up immediately as one of your film outlets."

William B. Robb, Jr., Program Manager
Station KEYL, San Antonio, Tex.

The future of industrial TV programs? It is the consensus of many program directors that the popularity of industrial programs will grow in proportion to industry's ability to embody the elements of "good theater" in their presentations. Already, the majority of the men responsible for their station's program fare feel that industrial organizations and trade associations are justifying their bids for sizable television audiences.

They see better and remember longer...



with the new 4-way Better RADIANT SCREEN

Every member of your audience—from a class or meeting room to a big auditorium—will pay more attention to projected pictures when they are shown on Radiant's amazing "Vyna-Flect" screen surface. All pictures are more brilliant. Black and whites or colors are clearer, sharper, truer. That's why interest doesn't lag. That's why your message sinks in more deeply—and is remembered longer.

A Really Improved Screen Fabric

The new "Vyna-Flect" screen fabric is made by an exclusive Radiant process. Millions of tiny mirror-like beads reflect the light instead of absorbing it—which assures you the brightest, clearest pictures. This surface is *mildew-proof* and *washable*—so that you can always have a perfect projection surface. Finally—the surface is *flame-proof*—providing added safety.

Send for FREE BOOK "More Brilliant Projection"

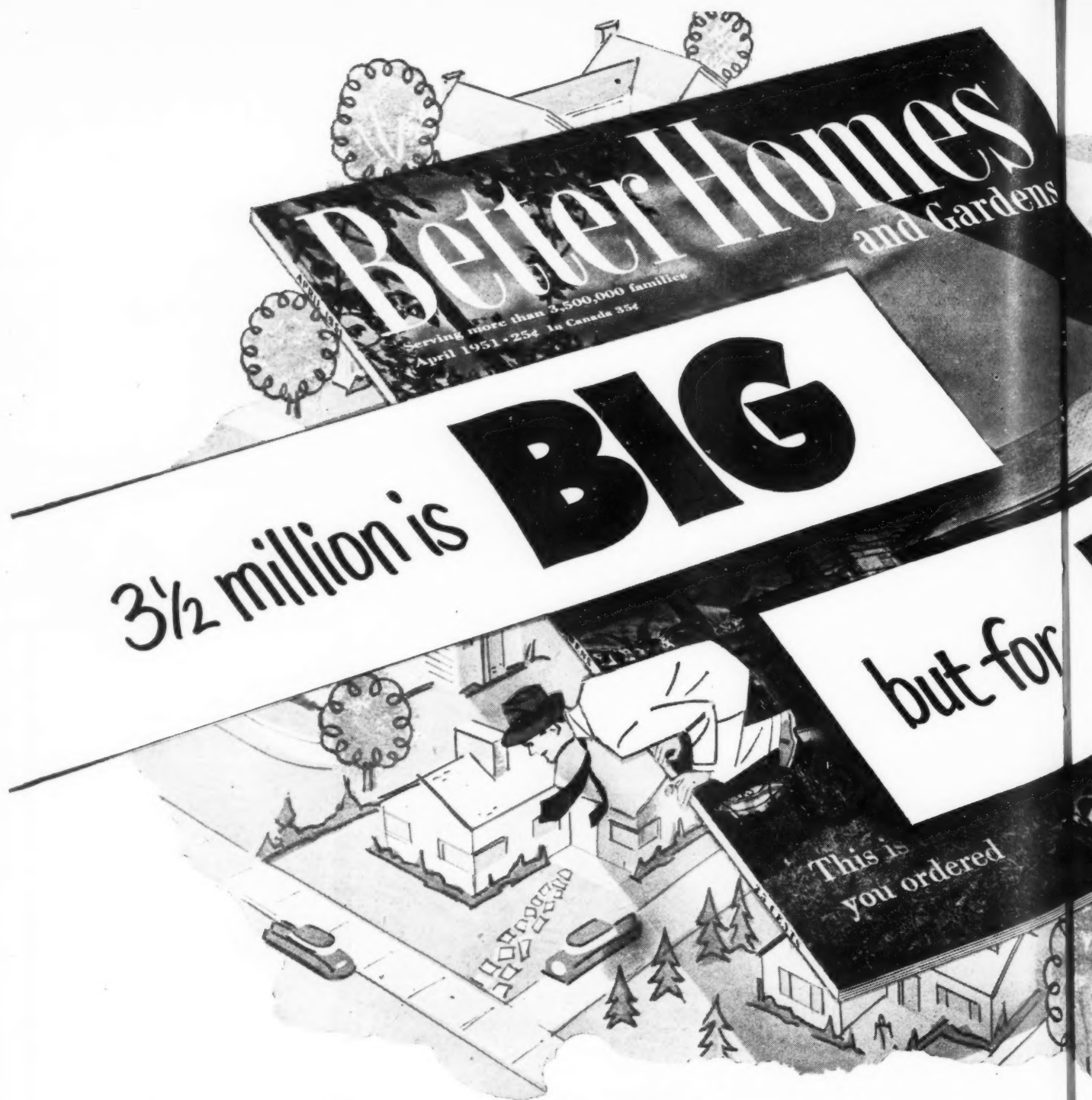


crammed with practical information on how to get the best projection under all conditions. At the same time we will send you a sample of the new Radiant "Vyna-Flect" screen fabric so you can see how much better your pictures look on this miracle fabric.

RADIANT MFG. CORP.
1272 S. TALMAN Chicago 8

RADIANT

PROJECTION SCREENS



**Better Homes & Gardens — one of the 3 BIGGEST man-woman magazines —
is big in other lasting ways supremely significant to you**

Here's BH&G' big plus over all other top-circulation magazines:

BH&G is a *non-fiction* family friend and counselor—equally esteemed by the men and women of 3½-million of the most important families in America.

Most important to whom? To *you* — and here's why:

1. They're screened for their greater interest in — and greater ability to buy — whatever you sell to make life fuller, families happier or busy days easier.
2. They read BH&G solely because of its 100% SERVICE content — simply to see what's new, what's better, what's for *them*, in every phase of living.



BH&G it's only the beginning!



3. They shop the ads in BH&G as a family roundup of the products and services they want to buy today — or that future day when big plans become big purchases.

In short, BH&G is the biggest **1-2-3** sales-making combination of its kind — and power — on earth. It's the key book for up-to-date media lists. It's *one* book you can count on to carry the ball alone—to sell (and keep sold) your product, your name, your service, to 3½-million of the most important families in America.

**Better Homes
and Gardens**

Serving a **SCREENED MARKET** of 3½-Million Better Families

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa



REACTION of the eyes are tested on Bausch & Lomb's Ortho-Rater and results plotted on a machine records card. Workers then can be assigned with confidence to factory jobs for which their eyesight is suited. Purchases of glasses follow logically.

As told to Margaret Ritchie
BY R. A. SHERMAN
Director, Industrial Vision Service
Bausch & Lomb Optical Co.

BAUSCH & LOMB OCCUPATIONAL VISION TESTS		FAR VISION PERFORMANCE PROFILE	
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AGE <i>24</i> SEX <i>F</i> EYES <i>B</i> COLOR <i>B</i>		E 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15	
DATE <i>3-16-49</i> TESTER <i>V.S.</i> CLERK		E 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15	
YEAR IN LAST YEAR		E 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15	
CHANGE IN RX		E 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15	
BAUSCH & LOMB OPTICAL CO. MILWAUKEE, WIS. 53133		E 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15	

How to Enlarge a Market for a Product People Try to Avoid

Most of us put off wearing glasses. But this vanity often leads to poor performance on the job. This is an account of the long-range educational program being conducted by Bausch & Lomb to match one's eyesight with his job.

A 250% increase in the public's use of prescription eyewear has been chalked up during the past 11 years.

What is behind this huge increase in the sale of a product everyone avoids using?

Suppose someone told you that whether your eyesight is "good" or not depends chiefly on what you try to see. You'd probably tell him he was crazy but you'd be wrong.

Nature intended our eyes to be used primarily for distance vision. The 20-20 standard of "normal" vision is based on this concept of sight. Yet it's been noted that what was "good" vision for a man doing fine grinding of lenses might be totally inadequate if he were shifted to light assembly work. The unnatural visual demands of our jobs often

means that 20-20 vision isn't good enough.

This observation, backed by more than 11 years of research, has led to development of an entirely new market for lens makers.

It hasn't taken industry long to see the dollars-and-cents connection between eyesight adapted to specific jobs and the efficiency and safety of workers. But first, many misconceptions had to be dispelled. Among these was the idea that eyes which are comfortable are efficient; that 20-20 vision is sufficient for every job and that glasses are a mark of old age or weak eyes.

Bausch & Lomb, in 1939, tackled the problem of visual re-education. A research grant was set up at Purdue University to test the theory that

there is a relationship between vision and specific jobs. A manufacturer in the Middle West invited us to test his 10,000 employees. A battery of 40 vision tests was given. Analysis at Purdue's Occupational Research Center shows that 12 of these tests are directly related to job performance and are consistent in their ability to pick out inefficient and unsafe workers.

The next step was to design an instrument which would incorporate these 12 significant tests. Bausch & Lomb engineers came out with the Ortho-Rater, a portable instrument containing the tests in the form of 12 slides mounted on a revolving drum. Each slide is viewed through a binocular eyepiece either by both eyes simultaneously or by either eye alone. Purdue University then set about establishing the reliability and validity of the Ortho-Rater tests to insure the soundness of the instrument as a testing device.

The Ortho-Rater is unique in several respects. It measures only visual skills which correlate with job performance and can not be used for diagnostic purposes. Workers whose performance on any of the signifi-



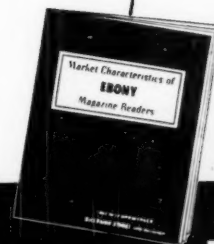
EBONY

*readers have
money to spend!*

Continuing Starch Readership
Survey proves that **EBONY** is
essential for coverage of the
active Negro market

- 28% of **EBONY** readers earn more than \$4,000 a year
 - 36.2% of **EBONY** readers own homes; 41% own new cars
 - **EBONY** ads often get more readership than similar ads in well known national magazines
 - 27% of **EBONY** readers have been to college
- and many other amazing facts

THESE AND MANY MORE FACTS ARE
INCLUDED IN THIS AUTHORITATIVE BOOKLET
ON THE NEGRO MARKET—
IT'S YOURS FOR THE ASKING



Johnson Publishing Company, Inc.

PUBLISHERS OF EBONY • NEGRO DIGEST • TAN CONFESSIONS
1820 S. MICHIGAN AVE., CHICAGO • 55 W. 42nd ST., NEW YORK • 427 W. 5th ST., LOS ANGELES

cant tests falls below job standards are referred to the professions for clinical examination. The instrument can be used by a non-professional technician with a limited amount of specialized training. The full battery of tests can be given in a few moments, and the instrument can be taken directly to the worker on the job.

Medical Support

The third step was to set up a fully rounded program for using the instrument in industrial and commercial companies to test employees and job applicants. Thanks to the careful scientific groundwork which we had laid, the professions were ready to give us support. The American Medical Association and the American Optometric Association appointed special committees on occupational vision to advise and cooperate with us on professional matters.

Finally, Bausch & Lomb, in cooperation with these committees and with Purdue University, organized its Industrial Vision Service, which in 1943 was placed with several leading companies. It was immediately put into effective use and the results in improved production and employee relations were up to all expectations.

In developing valid visual standards for a specific job operation, the full battery of Ortho-Rater tests is given to an entire group in the plant performing a specific job. The foreman then breaks his group down into several categories according to job performance, with the highest rated workers at the top and the poorest at the bottom. At Purdue University these figures are analyzed statistically to determine which visual skills differentiate the good from the poor workers. After establishing the visual pattern required by the job, workers whose visual tests fall outside the limits on the significant tests are usually referred to an optometrist or ophthalmologist of their choice for clinical examination and prescription, if feasible. In the several hundred companies now using the Ortho-Rater, an average of 44% fail to meet desirable visual standards. From 88% to 90% of these are brought up to standard by adequate professional help.

Since setting up the Occupational Research Center at Purdue University, approximately 3,000 job categories have been established on the basis of tests in subscribing companies. It is therefore not usually necessary to start from scratch in setting up visual standards for each operation in an industry, since we can use those already established.

Where job standards are already established, a worker who fails to meet the standard can be quickly referred for professional attention. He takes with him a referral card which indicates the requirements of his job and the respects in which he falls below visual standards. Upon completing the examination, the doctor mails to the Occupational Research Center a portion of the referral card on which he records pertinent comments. This, together with the original test scores, enables the Research Center to evaluate closely the full results of the service in each subscribing company.

Since vision is constantly changing, periodic re-testing at two-year inter-

"Study the unusually successful people you know, and you will find them imbued with enthusiasm for their work which is contagious. Not only are they themselves excited about what they are doing, but they also get you excited."

"Successful Salesmanship"
by Paul W. Ivey

vals is an important part of the program. This is particularly valuable in spotting the older worker whose vision deteriorates so gradually that he is unaware of any change in visual skills. Fitted with the necessary eyewear, his productivity goes up again and his valuable technical knowledge is put to good use. Factual evidence on well over 500,000 employees from companies proves that meeting visual standards means larger pay envelopes, less spoilage, fewer accidents, higher quality and greater profits for management, plus better employee relationship.

The rapidly accumulating data on the program resulted in more than 200 articles based on studies and reports of findings at the research center. These appeared at intervals in professional journals. Bausch & Lomb published some half million reprints of basic studies and reports and sent them to universities, public and industrial libraries and organizations of physicians and nurses. We also have made a point of presenting the program at conventions of medical societies, national safety organizations, commercial and industrial groups.

University seminars have been among our most effective channels for the kind of educational publicity we have stressed. Seminars on personnel problems, quality control, time and motion study, safety and industrial psychology have afforded opportunities to present our findings in a healthy atmosphere of critical give-and-take. More than 200 colleges use as a text Dr. Joseph Tiffin's book "Industrial Psychology" in which the industrial vision program is discussed at length. Whenever possible we invite the tough scrutiny of such academic and professional groups. Results have paid off in the long run better than any high pressure sales program, which could easily have alienated both the professions and the public.

About six years ago we felt that there was sufficient groundwork to warrant some direct promotion and we launched a tentative advertising program. Through advertisements run regularly in some 40 ophthalmic journals we kept the professions informed on the progress of Industrial Vision Service. We also placed advertisements in magazines catering to safety and personnel management. These were highly effective. Finally we sought out general business magazines such as *Modern Industry*, *Business Week* and *Factory Management and Maintenance*, placing periodically informative advertisements in them.

We are convinced that as soon as the problem of professional relations has been completely clarified there is a wide-open field for an extended advertising campaign. This can be made increasingly effective as we feel more free to promote the service without risk of being misunderstood in professional circles.

Best Prospects

Most prospects for Industrial Vision Service come from written inquiries or references from present accounts. In presenting the idea to a firm we simply work through our most accessible contact: president, production manager, personnel, safety or medical director, or quality control head. Our sales engineers sell the service exclusively on a straight salary basis augmented by an incentive plan. They act as consultants in setting up a plant's visual testing program. They are able to train and indoctrinate personnel administering the Ortho-Rater tests, and contact professional men in the area to explain aims and techniques of the tests.

The Industrial Vision Service is



BIRTHDAY PRESENT

The February issue of Modern Screen hit 1,340,000 circulation.

This high point reflects Modern Screen's editorial quality and its leadership of screen magazines on the newsstands of America.

It's particularly appropriate on Modern Screen's 20th anniversary — marking 20 years of solid development and growth.

George T. Delacorte
President
Dell Publishing Company, Inc.

subscribed to on a yearly basis. Ortho-Raters are supplied as part of the service, which also includes training testers, furnishing visual standards for all jobs, and use of the statistical facilities of the Occupational Research Center at Purdue University. Supplying Ortho-Raters as a part of our service is our way of insuring the soundness and reliability of the company's testing program in order to protect them and ourselves against the possibility of unscientific exploitation.

Job standards are furnished to the

subscribed on the basis of job descriptions and are provided in transparent templates, indexed according to the company's job titles. A glance at an employee's Ortho-Rater record tells whether he meets visual standards for the job. We assure subscribers of continued cooperation from Purdue in validating or revising standards when, for example, changes in production methods may make this desirable. The subscriber is encouraged to send all personnel intimately connected with administering the program to one of the in-

doctrination courses held several times a year at Purdue University. Periodic consultations from our field engineers further insure smooth operation of the service.

Prices for the complete service usually range from \$150 to \$1,000 yearly, depending on type of operations, number of employees, plant locations and other factors which may affect costs.

Impressive as we feel the record of the Industrial Vision Services, its impact has not yet been fully felt. There are many job standards yet to be established, many industries yet to be sold on the visual approach to personnel and production problems. Territory west of the Rockies is virtually unscratched. There is a vast need for the Ortho-Rater in schools and colleges as well as in many other fields. Its possibilities are already being explored in transportation companies, highway departments, military branches and clerical fields. As in any scientific project worth its salt, there must be continued development and improvement of techniques and methods.



3 CHEERS FOR DAVENPORT

The Championship Community



Champions again in Basketball

For the second straight year, Davenport's Blue Devils have been crowned high school champions of Iowa.



Champions in Iowa Department Store Sales

February department store sales in Davenport were up 55.6 per cent over last year, to lead the entire state, according to the Federal Reserve Bank of Chicago.



Champions always in Newspaper Lineage

With 26,104,406 lines of advertising in 1950, Davenport newspapers are first in Iowa — among the first in the nation.

Get your share of profits from the rich Quad-City area by advertising in THE DAVENPORT NEWSPAPERS, a "first" in every national newspaper advertising campaign.

The Davenport Newspapers

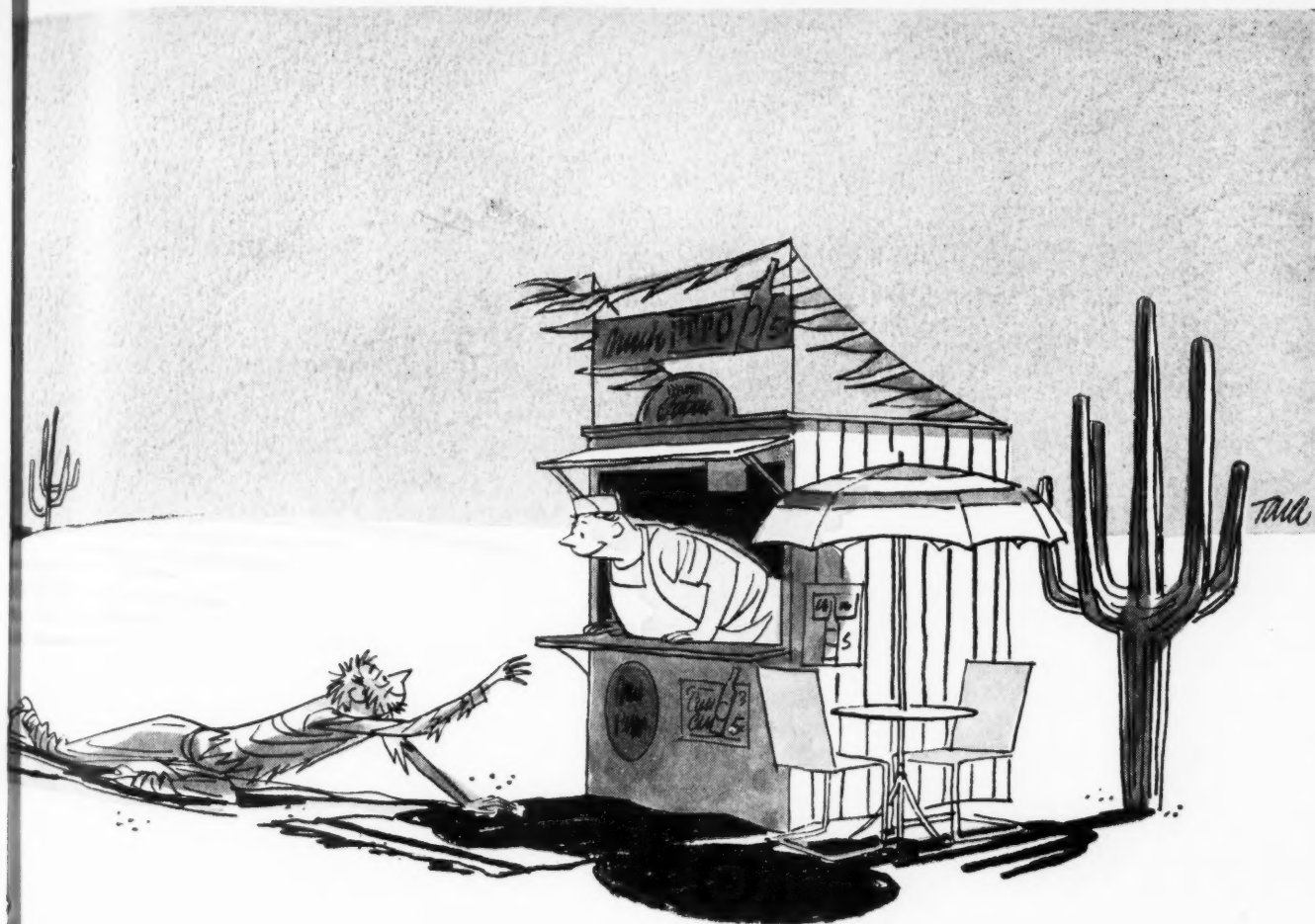
represented nationally by Jann & Kelley, Inc.

THE DAILY TIMES
THE DEMOCRAT
& LEADER



MAIL-AWAY PREMIUM . . .

Grocer models red, yellow and green plastic "Colonial Girl" apron with giant carry-all pocket which is being offered in Lever Brothers' store-wide spring cleaning sale for 25 cents and two wrappers or box tops from No-Rinse Surf, Rinso, Silver Dust, Lux Flakes, Lux Toilet, Lifebuoy, or Swan Soaps. The apron is part of campaign tailored to attract extra dollars by tying in soaps with mops, pails, brooms, polishes, waxes and cleansers.



want to fit your distribution—no waste. An exclusive Don Lee feature and at a lower cost per sales impression than *any* other advertising media.

Point-of-purchase selling is mighty powerful selling. Put your sales message on Don Lee and sell them where they live and BUY.

Don Lee Stations on Parade: KUJ—WALLA WALLA, WASHINGTON

The most powerful station in its area with 5000 watts day and night, KUJ serves 5 Washington and 3 Oregon counties with market statistics (quoted from Sales Management 1950 Survey of Buying Power) as follows: Population, 186,800; Retail Sales, \$189,197,000; Effective Buying Income, \$226,886,000. You naturally want to include this prosperous area in your Pacific Coast coverage. The way to do it—with on-the-spot influence—is with the 5000 watts of KUJ. The way to cover the entire Pacific Coast is with the 45 stations of the Don Lee Network.

The Nation's Greatest Regional Network



Represented Nationally by JOHN BLAIR & COMPANY



MEDICINAL CLASS: This dual purpose Air-E-Lamp carton, judged for its general superiority according to end use, gives both protection and visibility. Carton by Andre Paper Box Co. for Kemcol.



INGENUITY OF CONSTRUCTION: Purolator's package contains four oil filter refills. Informative but colorful package, with handle for ease in carrying, appeals to mechanic just as it would to a consumer. Carton by Robertson Paper Box Co. for Purolator.

1951's Folding Paper Box Winners!

On this page are four of the first prizewinners in the Carton Competition sponsored by the Folding Paper Box Association of America.

Competition this year was particularly keen. There were 1,378 entries, an increase of 160% over 1950.

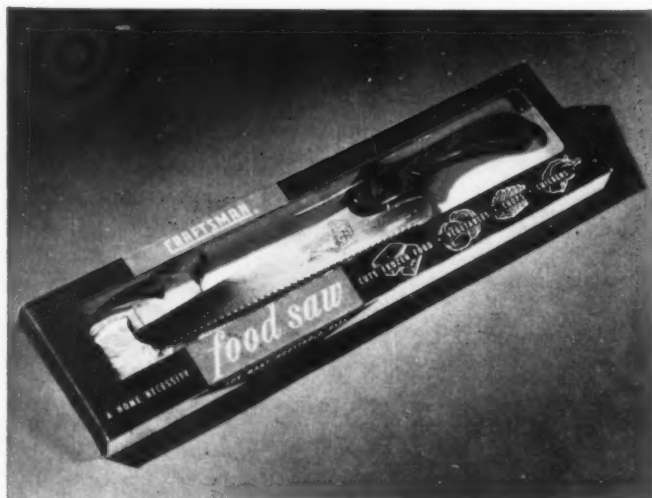
Folding boxes were judged in the following classifications by these judges:

Superiority According to End Use. W. P. Lillard, sales promotion manager, General Foods Corp.; Lloyd Stouffer, editor, *Modern Packaging*; John Knight, editor, *American Box-maker*; George Hamilton, *Boxboard Containers & Packaging Parade*; and George Pisani, W. B. Ford Design.

Best Artistic Design. Louis Ches-

kin, of Color Research Institute of America; Robert Askren, of Robert Sidney Dickens Co.; and Franz Wagner, Raymond Loewy Associates.

Technical Superiority of Construction. Charles Southwick, *Modern Packaging*; Harry Stevenson; and Jack Hollander, designer.



HARDWARE CLASS: Transparent window increases merchandisability of the new Craftsman food saw while insert protects the blade and at same time emphasizes way it can be used. Carton by Bradley & Gilbert Co. for American Saw & Tool Co.



FOODS: The Armour family group, packed in cartons suitable for preservation of meats, took honors for end use in the food group. Carton can be opened easily by the shopper. Carton by Michigan Carton Co. for Armour & Co., Chicago's famous packer.

Cues to Solve Your Association Headaches

Looking for ideas on program techniques, handling of committees?

You've just made a suggestion about how an activity could be carried out by your trade or professional association. Almost before you have a chance to sit down, the meeting chairman gratefully says, "That's a swell idea. I appoint you chairman of the committee to carry it out."

Unwittingly or not, you've put your foot in it. If your problem, for example, is one of the following, how do you go about doing the job?

Running the membership committee?

Handling public relations for the association?

Issuing chapter publications?

Staging the group's social activities?

Where to Get It

The National Industrial Advertisers Association, 1776 Broadway, New York 19, N. Y., has just issued a reference and administration manual which offers detailed suggestions for carrying out the duties of 15 association activities found in NIAA, most of which are common to all trade groups.

One chapter in the NIAA manual provides a chart of functional responsibilities of officers, together with a model constitution for a typical NIAA chapter.

Another chapter deals with the problem of selecting outstanding leaders.

Functions of the board of directors are detailed in Chapter 4. Another chapter deals with specific functions of the officers, voluntary and paid.

Perhaps the broadest interest is attached to the chapter on the duties of the program committee. Topics covered in this chapter include:

Program Committee Budget

Sources of Speakers

Committing a Speaker

Meeting Room Requirements

How to Handle Visual Aids

Announcing the Meeting

Nominating Committee.

Special Activities.

And the writing of "thank you" letters—often neglected.

More Gains IN THE TROY Market



in the
TROY, ALBANY,
SCHENECTADY
Metropolitan Area

(in the past 10 years)

POPULATION UP 10%

DWELLING UNITS Up 14.3%—Dwelling Units
Outside Central Cities up 24.8%.

DOLLAR VOLUME In Retail Trade Up 171%

In the **TROY CITY ZONE** of this Rich Market
We Provide

99.8% COVERAGE

Cost: 18c Per Line

A.B.C. Circulation 44,895

(Sept. 1950)

THE RECORD NEWSPAPERS

• THE TROY RECORD •

• THE TIMES RECORD •

TROY, N. Y.

**IS THE ONE GREAT SUNDAY MAGAZINE
WHICH LETS YOU CHOOSE YOUR MARKETS**



Be selective . . .

CONCENTRATE for profits

Where Your Sales Opportunity Is
Greatest. Only In Pictorial Review
Can You Buy Without Penalty
From 1 to 10 Of America's
Big Volume Sunday Magazine
Markets To Match Your Advertising
Exactly To Your Sales Plans.

Exceptional Market-Power Wins Strong Sales Acceptance for **Pictorial Review**

The Only Great Sunday Magazine You Can Use For Mass Selling In Single Markets

PICTORIAL REVIEW'S high-voltage market-power wins it outstanding acceptance from advertisers in many fields. In 1950, for instance:

159 advertisers used pages. 147 advertisers used less than pages.

Advertisers ordered 988 color pages, 293 black and white pages, 355,000 lines of less-than-page, black and white space.

70 new advertisers built sales with page space in PICTORIAL REVIEW for the first time.

Why not examine how the flexible advantages of this Sunday Magazine can speed the moving of goods or services for you?

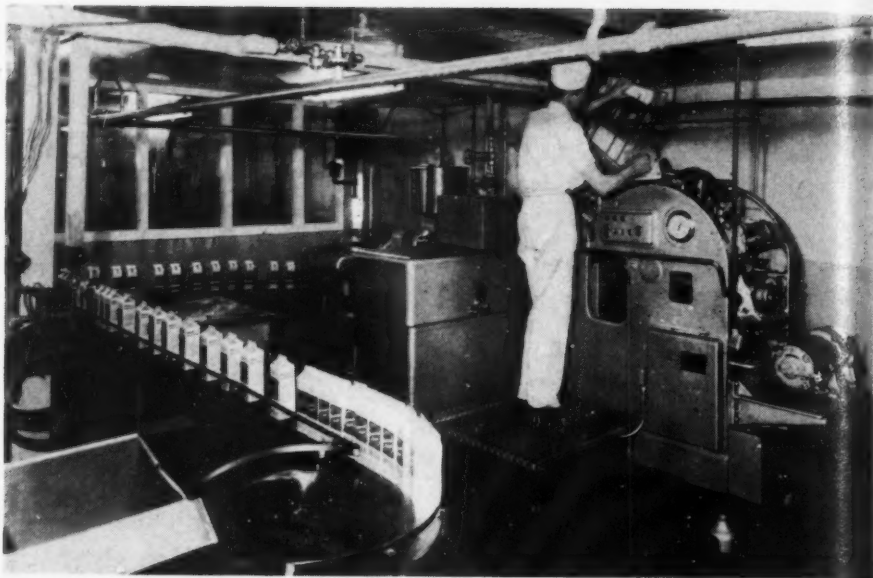


Total 10-Market Circulation Takes Your Advertising To More Than 6,000,000 Families With The Sunday Issues Of
NEW YORK JOURNAL-AMERICAN • BALTIMORE AMERICAN
SAN FRANCISCO EXAMINER • DETROIT TIMES
LOS ANGELES EXAMINER • MILWAUKEE SENTINEL
SEATTLE POST-INTELLIGENCER • PITTSBURGH SUN-TELEGRAPH
BOSTON ADVERTISER • CHICAGO HERALD-AMERICAN

Advertising may be bought Nationally, Sectionally or by Individual Markets.
Any combination of three or more papers earns you a group discount

HEARST PUBLICATION • Represented Nationally by HEARST ADVERTISING SERVICE

**This Is
What They
Make →**



**... but This
Is What
They Advertise**



If They Sell Machinery, Why Do They Advertise Milk?

There's a sound reason. The machines make paper milk containers. Pure-Pak Division of Ex-Cell-O Corp. knows its campaign, after only two years, is producing. In 1945 10.7% of all milk was sold in paper; by 1950 it had leaped to 31.2%.

Milk, the all-purpose food, the universal necessity, now for the first time in history is extensively and consistently advertised by a dairy equipment manufacturer.

In national consumer magazines such as *Life*, *The Saturday Evening Post*, *Good Housekeeping*, *Better Homes and Gardens*, and *The Par-*

ents' Magazine, in newspapers, in home economics media, on radio and television people are told about the "goodness of milk." Coincidentally, they are told about the desirability of buying milk in "Pure-Pak" disposable milk containers.

At the same time, grocery and dairy business papers, direct mail and

promotional material are carrying the messages to grocers, dairymen, associations, and federal and state agencies.

All national advertising appears over the name of Pure-Pak Division of Ex-Cell-O Corporation, Detroit. But peculiarly enough, Pure-Pak Division does not have milk to sell. It doesn't even have any milk containers to sell. What it does have to sell—or lease—are the machines which form the disposable milk containers.

BY D. G. BAIRD

SALES MANAGEMENT

Here are the baked beans
that Mother bought,
even though the rest of the family
wanted a different brand.



That's right - no beans

(unless they're still on the grocer's shelf).

Because, when it comes to eating, Mother knows that she has to consider the whole family.

In her home, as in most American homes, *buying is a family affair.*

A good way to sell beans, or light bulbs, or practically anything else,
the whole family uses and decides on, is through the magazine the whole family reads,
trusts, and enjoys — THE AMERICAN MAGAZINE.

For this is the *best-liked* magazine in more than 2,500,000 prosperous American homes —
where it is read by over 85% of the men, women, and young adults. And each of the readers spends
an average of 5 hours and 24 minutes with every issue!

They read it . . . they believe it . . .
they act upon what they read!

Advertisers find it's easier to sell good things
to American families when they use the
family's trusted friend — the magazine of
opportunity — THE AMERICAN MAGAZINE.

THE



merican
MAGAZINE

The Crowell-Collier Publishing Company, 640 Fifth Ave., New York 19, N. Y., Publishers of The American Magazine, Collier's and Woman's Home Companion

APRIL 15, 1951

77



HELPS FOR DAIRYMEN: Pure-Pak merchandises its national advertising on milk by urging participation at the local level by dairies. From time to time packages of promotional materials like this one are sent out to provide the tools . . . mats, motion pictures, radio announcements. There's even a sales manual for routemen.

Ex-Cell-O Corporation has long been one of the leading manufacturers of precision machines and tools, principally for the metalworking industry. It never had even a remote connection with the dairy industry until 1935, when it acquired patents to an automatic carton-forming machine and undertook to prevail upon dairymen to package milk in disposable paper cartons instead of in glass containers.

To tell of the opposition from many surprising sources and of the difficulties Ex-Cell-O had to overcome, would be a story of interminable length. Suffice it to say that many have wondered how the company had the courage and persistence to fight on until the opposition was overcome and milk in paper cartons was accepted by health authorities and others concerned.

Long Prejudices

Selling in the early days was largely a one-man job. George D. Scott, who had had extensive experience in the dairy industry, was appointed sales manager of Pure-Pak Division. He spent most of his time for a long while overcoming prejudices and fighting antiquated laws and ordinances.

In 1937 Pure-Pak began to use direct-mail folders to acquaint dairymen with the advantages of packaging milk in paper cartons and using Pure-Pak machines to do the packaging. Fed flat, fiberboard (heavy paper) blanks, these machines form the cartons, coat and sterilize them with

hot paraffin, chill them, fill them, close them and seal them hermetically. All operations are automatic and the container is not touched by human hands during the entire process.

The machines offer many advantages to dairymen, including space saving, weight saving, time saving, labor saving. The user makes his own containers as needed. They are an excellent advertising medium for him, too, because each container has a label, similar to other food packages, which has the dairy's name printed on it in pure vegetable ink.

However, such machines were and are expensive. Direct sale prices of the nine models now available range from about \$25,000 to \$95,000 each, so they were offered on a rental basis. About 95% of the machines now in use are leased on a combination base rental plus volume of production agreement. The base rate is paid for only four years, but the production fee continues.

In 1938 Pure-Pak rented 750 sq. ft. of floor space at the National Dairy Show in which to exhibit its product. It had only one model of the machine to sell at that time. In 1950 it occupied 4,500 sq. ft. of floor space at the same show.

It was in 1938, too, that Pure-Pak began to advertise to the dairy industry in several national and regional dairy business papers and to offer a newspaper mat service to dairies that used Pure-Pak machines and were willing to take space in local newspapers to feature milk in disposable cartons.

In 1940 Pure-Pak established four

sales and service territories. Then came World War II and critical material shortages and little was done for the next several years.

Meanwhile, Pure-Pak executives realized that to promote the use of their carton-making machine they had to promote a demand for and an acceptance of milk in cartons. This would involve national advertising—and national advertising is expensive.

But there were others who would benefit directly by such a promotion. Pure-Pak licenses four paper manufacturers to make carton blanks under its patents. The more milk sold in Pure-Pak cartons, therefore, the more paper blanks the paper manufacturers would sell to dairies. Pure-Pak Division late in 1948 invited these manufacturers to a conference and proposed a cooperative national advertising program to promote the sale of milk in Pure-Pak cartons.

The paper manufacturers agreed and the Pure-Pak Council was formed for this purpose. The paper manufacturers contribute a percentage of their sales of Pure-Pak blanks to an advertising fund and Pure-Pak Division matches their contributions.

Why Dealer Papers?

Since milk in paper containers already had gained considerable foothold in retail stores, it was decided to take space in several grocery business papers to present the advantages of packaged milk to retail grocers. The present schedule in this field includes *Food Topics*, *Super Market Merchandising*, *Progressive Grocer*, and *Chain Store Age*.

To reach teachers and students of home economics and to counteract any prejudice against milk in paper containers, monthly insertions in *What's New in Home Economics* were agreed upon.

Newspapers were considered for consumer advertising, but the advertising budget was not sufficient to support a schedule in daily papers in all principal markets, so it was decided to use national magazines in the belief that advertisements in several leading magazines, as listed above, would reach all communities and all classes of people.

Then there was the serious problem of what theme to adopt for consumer advertising. Most advertising men favored featuring the containers. But the Pure-Pak Council decided upon a low-pressure campaign in which they would promote the sale of milk primarily and of paper milk containers secondarily. Little or nothing is said about the machines which make the containers.



Big news for Runts!

This year 14,800,000 U. S. lady pigs will have families . . . but alas, each litter normally averages 1.5 runts . . . a midget pig population exceeding 20,000,000 with scroungy, stunted bodies, potbellies, big ears, curly hair . . . and usually conked over the head as uneconomic to raise.

But now the antibiotics, aureomycin and terramycin, mixed with chow turn the runts into regulars . . . step up weight gains to 1.16 lbs per day from .46 lbs on usual rations . . . save 65 lbs of feed per 100 lbs gain . . . cut one to two months off growing time . . . double the living rate . . . give pigs a healthy figure and premium pork chops!

Farming is manufacturing . . . using biology and brains, laboratory findings and field tests, the latest research in many sciences . . . Like all



industrialists, the farmer solves the problems of production, reducing rejects, cost cutting, and maximizing profit margins.

The farm manufacturer's family is equally alert to the new . . .

gets the latest home freezers, electric appliances, automatic ironers, television sets . . . attractively styled draperies and decors, smart home furniture and furnishings.

Alert advertisers after highest national sales follow current trends and tendencies, economic pointers—which point to the nation's best farmers as the best class market in the U. S. today!

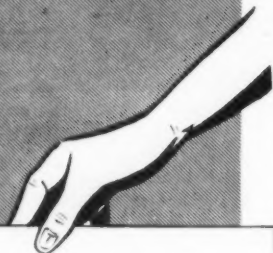
Advertising in general media misses much of the best market, needs **SUCCESSFUL FARMING** for its intensive cultivation, deep penetration, great reader influence based on forty years of service.

SUCCESSFUL FARMING concentrates more than a million of its 1,200,000 circulation in the fifteen agricultural Heart states, with the most productive lands, best herds, largest investment in buildings, crops, and livestock, highest yields and incomes—easily 50% higher for the average subscriber than for the average U. S. farmer. You're not getting your maximum national quota if you overlook this choice market and medium . . .

MEREDITH PUBLISHING COMPANY, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



in North Carolina WSJS Delivers



A 15-COUNTY MARKET
With
\$3,090* AVERAGE FAMILY
BUYING INCOME

* Sales Management 1950
Survey of Buying Power

More Value For Your Advertising Dollar

WSJS

The Journal-Sentinel Station
AM-FM

WINSTON-SALEM

NBC Affiliate

Represented by:
HEADLEY-NEED CO.

Full color advertisements are run in consumer media on a staggered schedule so that at least one advertisement appears each month. Then four-page reprints of the advertisements are mailed to some 10,000 dairies together with *Pure-Pak News*, an illustrated, eight-page house publication published by Ex-Cell-O Corporation in the interests of dairymen. The front page of the reprint is a reproduction of the front cover of the magazine in which the advertisement appeared. A reproduction of the advertisement, in full color, usually is on the back, and the two center pages are employed to acquaint dairymen with the campaign and to invite them to capitalize on it by identifying their milk as being in the modern Pure-Pak containers people are hearing so much about.

Just Not True

"The old theory that people 'gotta drink milk' is no good," they were told in a recent reprint. "Folks also drink soft drinks, fruit and vegetable juices, and tea and coffee. Per-capita soft drink consumption went up 512% from 1932 to 1948 . . . fluid milk only 10%! Both you and Pure-Pak want folks to drink more milk . . . and that's just what this big advertising program will do for you if you identify your milk as being in the modern Pure-Pak containers folks are hearing so much about."

Cooperating dairymen thus have something other than milk to sell: They have milk in modern Pure-Pak containers which are advertised nationally. The grocer, too, has something more than mere milk to sell: He has nationally-advertised milk to compete successfully with the host of other advertised products which people ask for. And the dairymen love it. The conservative American Dairy Association recently addressed a letter to the Pure-Pak Division in praise of its advertising program.

The newspaper mat series was enlarged and dairymen began to use it. Radio spot announcements were offered and they began to use them. Pure-Pak had a series of 13 strips made for showing in color in motion picture theaters and on television in black and white, and the dairymen tied in with that. For the first time in their history independent dairies were able to tie in their local advertising with a national campaign.

"For every dollar we have spent in preparing newspaper mats, our dairy customers have spent over \$10 in using them," George D. Scott, Pure-Pak sales manager, says. "For every dollar we have spent to produce

the movie and television strips, they have spent about \$7 exhibiting them. These movie strips now are being shown in principal territories in 47 states and on television in several areas."

Ralph C. Charbeneau, director of advertising, has a map which is thick with colored pins, indicating cities in which Pure-Pak equipped dairies are using the newspaper mat service, movie films, and television strips, together with CBS-TV outlets that carry the "Homemakers Exchange" program on which Pure-Pak cooperated for awhile. "Two years ago not more than 10 pins were on that map," he says. "Today there are more than six hundred of them."

The results: In 1940 approximately 4.8% of all milk containers used were paper; by 1945 the percentage had increased to 10.7%; by 1950 it had leaped to 31.2% and was just beginning to register the cumulative effects of the advertising program, Mr. Scott and Mr. Charbeneau agreed.

Paper milk containers now outsell glass in large stores; some chain stores don't even carry milk in bottles. Now Pure-Pak is promoting paper containers for home delivery, both by creating consumer demand for and acceptance of paper and by its promotional work with dairies. Most recent promotion is a complete kit of milk merchandising aids, including a driver's manual which stresses the selling features of Pure-Pak containers. Another piece gives results of a survey recently conducted by *Good Housekeeping*, which reveals that consumer preference for milk in paper containers is strong and growing.

Meanwhile, the number of Pure-Pak Division's sales territories has grown to 13 and the number of service territories to nearly 60, covering the entire country.

"Someone may object that the person without positive opinions will not be considered as of much force; yet few men have been more highly esteemed than Benjamin Franklin, and few men's opinions have been more respected. He never made a dogmatic statement, saying always, 'It seems to me . . .' or 'Under the circumstances it seems . . .'"

"The Textbook of Salesmanship"
by Frederic A. Russell and
Frank H. Beach

Where Do People Get Time for TV Viewing?

Little of it seems to come out of well established media.

Americans apparently can make a rigid 24-hour day as flexible as a rubber band. In the same 24-hour-day in which great-grandparents had to hustle just to get the chores done, their 1951 descendents always seem to be able to make time for one more reading-listening-viewing medium.

The chart shows, according to a new survey by Batten, Barton, Durstine & Osborne, Inc., New York City, what's happened recently to "leisure time" in homes equipped with TV and in homes without it.

BBDO asked 5,657 people in urban homes (in communities with 2,500 or more people) in all of the 48 states what they did with their time.

LEISURE TIME - Typical Day		
	NON TV HOMES	TV HOMES
Read SUNDAY NEWSPAPERS	94%	93%
Read DAILY NEWSPAPERS	93%	92%
Listen to HOME RADIO	87%	67%
Read MAGAZINES	69%	60%
Listen to RADIO AWAY FROM HOME	24%	26%
View TELEVISION IN HOME	—	87%
View TELEVISION AWAY FROM HOME	11%	9%

A well-filled day.

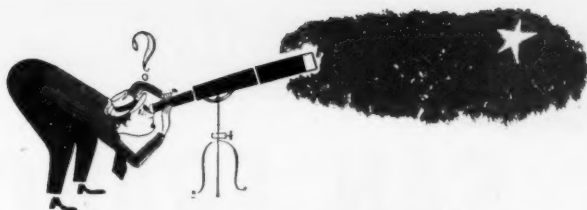
"Without detracting in the least from the impact of television," BBDO points out, "we can conclude that other activities are far from dead. If this study does nothing else, it demonstrates again the amazing capacity of the American public to take a new medium in stride."

Some of the high spots of the survey are:

Movies: Hardest hit, apparently. On a typical day, 18% of the people in non-TV homes attend movies; in TV-equipped homes, only 12% go out to the movies.

Radio: 67% of people in TV homes listen to the radio. People with only radios listen 87%.

Daily Newspapers: Reading is only slightly off in TV homes. The average reader apparently spends several minutes more reading the evening paper than he does reading the morning paper, eight minutes more in non-TV and six minutes more in TV homes.



TWINKLE, TWINKLE LITTLE STAR...

HOW I WONDER WHERE YOU ARE

*Stop wondering
about your freight!*

**when you ship *Flying Tiger*
it carries top priority from door to door**

Your freight has no competition from such other traffic as mail, air express or passengers — Air Freight is the exclusive business of Flying Tiger... and, through the highly developed Flying Tiger Advance Manifest System, every shipment can be located immediately and contents identified at any time during transit.

**REMEMBER... AIR FREIGHT IS A LOT CHEAPER
THAN AIR EXPRESS AND AS FAST OR FASTER!**

Compare these typical, low Eastbound rates...

Sample 100 lb. rates from West Coast to...	Chicago	Detroit	Cleveland	Philadelphia	New York - Newark	Boston
Flying Tiger AIR FREIGHT	\$10.50	\$12.00	\$12.30	\$14.40	\$14.70	\$15.60
Air Express	52.19	61.40	64.47	73.68	73.68	73.68
Air Parcel Post	72.03	80.00	80.00	80.00	80.00	80.00

When you know about the economy and multiple daily schedules of Flying Tiger **AIR FREIGHT** you'll specify Flying Tiger. Call your nearest Flying Tiger representative for a full Air Freight analysis of your products.

**HERE'S HOW YOU SAVE 10 ADDITIONAL WAYS
WITH FLYING TIGER SCHEDULED AIR FREIGHT SERVICE**

1. Little or no crating.
2. Lowest record for loss and damage.
3. Lower insurance cost.
4. Highest insurance protection.
5. Reduced warehousing.
6. Lower inventories.
7. Faster turnover of capital.
8. Overnight service on products and parts across the nation.
9. No terminal tie-ups.
10. Door-to-door delivery.

The Flying Tiger Line Inc.

General Offices: Lockheed Air Terminal • Los Angeles, California
Agents in principal cities throughout the world

FLYING TIGER

... a better way of shipping, a better way of buying,
a better way of selling, anywhere, any time, anything.

WORLD'S LARGEST OPERATOR OF AIR FREIGHT AIRCRAFT



THE **Chronicle** REPORTS ON—

GROWTH AND SAN FRANCISCO BAY AREA

BAY AREA 9-COUNTY POPULATION

1950 Census.....**2,651,374**
% Increase since 1940.....**52.8**

RETAIL TRADING ZONE

(8 COUNTIES...66 TOWNS...1,890,993 POPULATION)

✓ **Note** whopping gains by "bedroom towns"... the total 71.9% population increase in 8-County suburban Trading Zone area surrounding San Francisco City and County!

✓ **Trading Zone** population is now 148.7% GREATER than City Zone!

	1950 Census	% Increase since 1940		1950 Census	% Increase since 1940
ALAMEDA COUNTY	734,740	43.2	SAN MATEO COUNTY	234,030	109.4
Alameda	62,242	71.7	Atherton	3,591	88.2
Albany	17,545	52.6	Belmont	5,548	351.4
Berkeley	112,125	31.1	Burlingame	19,817	24.3
Emeryville	2,816	11.7	Colma	264	*
Hayward	14,246	111.5	Daly City	15,066	56.5
Livermore	4,262	47.7	Hillsborough	3,519	28.1
Oakland	382,463	26.6	Menlo Park	13,537	315.5
Piedmont	10,121	2.6	Millbrae	8,958	*
Pleasanton	2,245	75.7	Redwood City	25,342	103.5
San Leandro	27,485	88.2	San Bruno	12,409	90.4
CONTRA COSTA COUNTY	297,400	196.1	San Carlos	14,339	307.3
Antioch	10,973	114.9	San Mateo	41,531	114.0
Brentwood	1,642	*	So. San Francisco	19,250	190.4
Concord	6,965	407.3	SANTA CLARA COUNTY	288,852	65.1
El Cerrito	18,015	193.5	Gilroy	4,953	37.0
Hercules	434	*	Los Gatos	4,880	35.7
Martinez	8,215	11.3	Morgan Hill	1,615	59.3
Pinole	1,141	21.0	Mountain View	6,548	65.9
Pittsburg	12,662	33.0	Palo Alto	25,290	50.8
Richmond	99,163	319.4	San Jose	95,020	38.8
San Pablo	14,501	*	Santa Clara	11,668	75.4
Walnut Creek	2,418	53.2	Sunnyvale	9,849	125.2
MARIN COUNTY	84,739	60.2	SOLANO COUNTY	102,174	108.0
Belvedere	794	*	Benicia	7,275	200.7
Fairfax	4,065	84.9	Dixon	1,710	54.3
Corte Madera	1,935	76.2	Fairfield	3,603	174.6
Larkspur	2,905	86.4	Rio Vista	1,819	9.2
Mill Valley	7,241	49.4	Vacaville	3,159	95.7
Ross	2,169	23.9	Vallejo	23,164	15.4
San Anselmo	9,177	58.5	SONOMA COUNTY	102,685	48.7
San Rafael	13,830	61.3	Cloverdale	1,278	*
Sausalito	4,812	35.9	Healdsburg	3,184	27.0
NAPA COUNTY	46,373	62.7	Petaluma	10,390	29.3
Calistoga	1,408	25.3	Santa Rosa	17,905	42.0
Napa	13,542	75.0	Sebastopol	2,611	40.7
St. Helena	2,295	30.5	Sonoma City	2,001	72.8

*1940 Census figures not available

CITY ZONE

(44 SQUARE MILE AREA)

SAN FRANCISCO Combined City & County

1950
Census
760,381
% Increase
since 1940
19.8

✓ **Note** that percent of total market population in San Francisco has dropped from 36.6% to only 28.7% in last ten years!

LOCATION OF POPULATION IN EAD-COUNTY MARKET

*According to
preliminary 1950
Census announcements*

The Chronicle, with circulation geared to market development, is big in the bigger-population, bigger-spending* Trading Zone... as well as a top newspaper in preferred residential districts of San Francisco!

*61.3% of effective buying power centers in the Trading Zone rather than City Zone—
Sales Management's 1951 copyrighted survey

Only The Chronicle
sells all these "Best Circles"
...this market's most active,
substantial and
free-spending families...
out in the Trading Zone
and inside the City Zone!



SAN FRANCISCO

Chronicle

YOUR #1 SALES-MAKER IN THE MARKET

National Representatives: SAWYER, FERGUSON, WALKER CO.
New York • Chicago • Philadelphia • Detroit • Atlanta • San Francisco • Los Angeles

A California manufacturer of light chain saws sells not machines, but benefits. "You can make money out of wood," he tells farmers. Advertising develops leads for dealers. And today 75% of sales come from the East.

How to make money from farm woodlands



How to use a modern light-weight
chain saw to cash in on timber

A Cash Crop From The Woodlot: Key To McCulloch Sales Strategy

McCulloch is a young company. The first product to bear our name is the McCulloch light-weight chain saw for general logging operations. When it was ready, two and a half years ago, McCulloch was entirely unknown. But McCulloch began to advertise to reach thousands of large and small loggers in the West, many of whom are also farmers. We soon discovered that farmers all over the country were buying a large percentage of such logging tools.

We studied the farm market and on it built an aggressive sales-advertising program that carries out the policies of our president, Robert P. McCulloch.

Basically, we manufacture small, light-weight gasoline engines, of advanced design, mass-produced from die-cast parts, at costs favorable in a hotly competitive market. These engines are designed especially for saws, earth drills, pumps and other small tools sold under our name.

Mr. McCulloch during his boyhood was fascinated by gasoline engines. He bought a Milwaukee machine shop in which to make outboards and auto racing engines according to his own ideas. After graduation in engineering at Stanford University he went into that business and designed engines for the Military during the war. At war's end he sold that business and built a plant in Los Angeles.

The postwar chain saw brought us into the marketing phase. We introduced two models, one 5 horsepower, 49 pounds, and later the other 3 horsepower, only 25 pounds, a tool that never fails to make an impression on men who have lugged older and heavier equipment around the woods.

We learned that one of our most promising markets was among farmers who have woodlots.

For years our Government has urged farmers to make their woodlots

earn money by cutting and selling utility poles, railroad ties, fence posts, beams and boards, instead of merely cutting firewood for themselves. This is in the interest of conservation, and there are various farm bulletins on managing the small forest, cutting trees at the best time, maintaining woodlots, working up trees into the most profitable forms, and marketing woodlot products.

These bulletins are free, but the information is scattered and of course the Government has no such method of distributing literature as a company that is an active advertiser.

Around these bulletins we built a marketing plan which furthers a

As told to James H. Collins

BY C. F. BREER

**Vice-President of Sales
McCulloch Motors Corp.**

SALES MANAGEMENT



18 NEW RESEARCH STUDIES PROVE THE WORLD-TELEGRAM AND SUN REACHES 2 OUT OF 3 HOMES IN NEW YORK'S BETTER RESIDENTIAL AREAS!

THE most comprehensive series of surveys of newspaper readership and family buying habits that has been made in the New York area in recent years, has just been completed.

It offers convincing proof of World-Telegram and Sun readership domination over every other

New York newspaper in 18 good (and important!) residential communities in New York City and suburbs.

If you want to *sell more* to the families who *buy more*—use the World-Telegram and Sun—*A Member of the Family!*

Write or phone for your free copy of 18 new comprehensive surveys of readership and buying habits among families in New York's better residential areas.



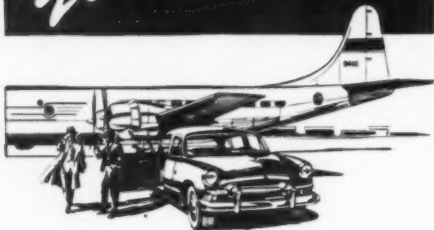
... A Member of the Family!

125 BARCLAY ST., NEW YORK 15, N. Y.

Or Scripps-Howard General Advtg. Offices • 230 Park Avenue, New York City • Chicago • San Francisco • Detroit • Cincinnati • Philadelphia • Dallas

APRIL 15, 1951

Your car, sir...



• More pleasure—more production from your business or pleasure trips when you take advantage of the Avis Auto Plan. Enjoy the convenience of a car of your own—away from home. Make more business calls—visit friends—inexpensively! Average rate is \$5.00 per day plus 7c per mile—for a late model car—fully insured. Enjoy a day—a week—or as long as you like. Avis service is available at nearly all principal airports, and in more than 120 cities throughout the world.

*The world's largest
airport car rental
system!*



AVIS RENT-A-CAR SYSTEM

MAIN OFFICE
12625 GRAND RIVER
DETROIT, MICHIGAN

Additional Avis Franchises Being Awarded
... Inquiries Invited.

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



**The Courier-Journal
THE LOUISVILLE TIMES**

Owners and operators of
Station WHAS and Station WHAS-TV
364,123 DAILY • 293,426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

public policy. In scarcely more than a year it is highly effective, showing the rewards which can come to anybody who digs far enough into a marketing problem.

Probably three-fourths of our woodlot customers are located in the eastern states. While we believed we had a superior tool for them, we also had a dozen competitors making similar tools. Their names, in several cases, were well established, and a woodlot farmer looking for a chain saw would rather call on them than on a company he had never heard of and located in far-off California.

Idea Sources

Aggressive advertising and a complete national dealer setup was needed, together with a fresh, persuasive appeal to the farmer who was overlooking another cash crop out on that stony piece where he cut his winter firewood.

Studying Government literature, we compiled a booklet, "How to Make Money from Farm Woodlands." It explains why a woodlot is worth money; how to gauge and work up trees; how to maintain the woodlot by selective forestry; how to use a modern light-weight chain saw to cash in on timber; where to market various products. The farmer has definite advantages in freight rates, and can sell to many customers right around home — sawmills that buy logs, veneer mills that pay good prices for veneer blocks, railroad and utility companies, mines that need props, other farmers who need posts, builders who buy lumber, and woodenware factories, paper companies that buy large quantities of pulpwood from farmers, and so on.

During the first year of offering the booklet in our advertising we have received inquiries for more than 100,000. We advertise in national and regional farm journals, on a scale greater than any previous promotion in this field, to develop leads by which our dealers can make sales demonstrations.

Distribution is through wholesale distributors in about 50 areas. They select and supply more than 1,000 retailers handling farm implements, small power tools, hardware and related lines. A tool such as a chain saw finds outlets through so many types of dealers that the distributor's knowledge of his territory is of the utmost value.

Our advertising is devoted to development of inquiries for dealers. Saving time in cutting firewood, saving labor in cutting and eliminating the necessity for lugging heavy tools,

possibilities for making the woodlot yield cash products—these are some of the points played up in pictures and headlines. Even small black-and-white advertisements in regional farm journals carry data on the two models most in demand. Our 3-hp chain saw weighs only 25 lbs., yet it can fell a tree in less than a minute, cut it up, saw beams and boards, save time. The other model has 5-hp and weighs 49 lbs.

Our inquiry costs are high, measured in dollars, but we measure in "conversions" the percentage of sales from those sent to dealers. In some cases they run as high as one sale for two inquiries, though of course it is not a general average. We do, however, have a very high average, because our advertising, handled by the Los Angeles office of West-Marquis, Inc., is keyed to obtaining quality inquiries. These are promptly forwarded to dealers. When a sale is made a warranty-questionnaire card giving data about the customer woodlot or forestry facilities and operations brings information back to the factory.

To get inquiries that will pay for demonstrations by dealers, we screen out curiosity seekers. This is done by featuring the price of chain saws, from \$325 up.

Why Be Technical?

Then, too, our advertising is semi-technical, dealing with woodlot work and products. While literature is offered, it is on a technical basis. The reader is asked to inquire about tools he is interested in, such as the two sizes of chain saw, an earth drill attachment, our 15,000 g.p.h. portable pump. The title of our farmer booklet is designed to arouse reader interest when it reaches an inquirer, but in our advertising it is usually referred to only as a 16-page timber manual.

Last fall we extended our advertising by adding *The Saturday Evening Post*, with page and half-page advertisements throughout the winter months. This copy is aimed at a broad market, including farm, but we have other objectives.

First, we want to establish our company as the leader in its field, against competition, as the largest in the world in power chain saws, of advanced design, labor-saving, time-saving, money-making.

The company also makes gasoline-engine-powered tools which will be announced in the future. This advertising is planned to build prestige for them.

Sales Outlook



Manufacturers of civilian goods are reaching for the aspirin as the Government Printing Office continues to grind out NPA regulations. For, as the defense program gains momentum, controls on raw materials are getting tighter. Hence, "DO rated" orders are becoming increasingly important to many manufacturers. Difficulties arise because rated orders are often in the hands of men that can't be reached by salesmen.

But smart management men are jumping the hurdles of shifting markets—priorities—shortages—changes in personnel. They are using MECHANIZED SELLING* to help them accomplish sales objectives. For business paper advertising penetrates restricted areas. It reaches the man with the problem, the man with newly acquired buying power and the DO to get what he needs.

Getting rated orders may, in many instances, mean the difference between idle plant capacity and full-blast production. Here, too, Mechanized Selling can help. Working consistently at the job of telling the product story it saves salesmen's time and talents for the more important task of closing the sale.

Whether YOUR PRODUCT is available or in short supply, your immediate or future sales will be determined by the acceptance you build and maintain in the minds of the buyers. Mechanized Selling shortens the route to product acceptance.

Mechanized Selling Builds and Protects the Market for Your "Product"

*Business Paper Advertising, functioning consistently on steps one, two, three, and six, can carry a bigger share of the sales load today, and protect your markets for tomorrow.



McGraw-Hill Publishing Company • 330 West 42nd Street New York 18, N. Y.



INTENSE BUSINESS STIMULATORS

S-T-R-E-T-C-H-I-N-G RUBBER



HONEST FISH RULE

"Good Will" Premium to dramatize, emphasize and feature the BIG VALUES you offer. Guaranteed to measure any fish you catch to CHAMPION SIZE. Envelope Gift Packaged, ready to mail. Lots of 1000 or more, \$18.00 per gross. We imprint advertising message free of charge.

Brand New Device — A Sensational Sensational



RUBBER BUST-WAIST RULE

Novel, New Different—Customer Builder designed to measure waist to any size you like. Unusual, entertaining premium novelty, will appeal to both men and women. Envelope Gift Packaged. \$18.00 per gross, in lots of 1000 or more. We imprint advertising message free of charge.

For AC-TION, DRAMA, ATTENTION VALUE! Entertains all — A Riot at Conventions, etc. Perfect dealer "tie-in" premium, young and old, keep, carry and show—Stretches your advertising dollar. Prices with your advertising imprinted, \$36.00 per M, \$30.00 per M for 5000. Less for larger quantities. Write, wire or phone Diversey 8-8278 for samples and quantity price information.

S-T-R-E-T-C-H-I-N-G RUBBER DOLLARS



For AC-TION, DRAMA, ATTENTION VALUE! Entertains all — A Riot at Conventions, etc. Perfect dealer "tie-in" premium, young and old, keep, carry and show—Stretches your advertising dollar. Prices with your advertising imprinted, \$36.00 per M, \$30.00 per M for 5000. Less for larger quantities. Write, wire or phone Diversey 8-8278 for samples and quantity price information.

H. MEINHARDT & CO., Inc. Dept. SM-4
4218 Lincoln Ave. Chicago 18, Ill.



AGAIN!

MEMPHIS' TOP DAYTIME HOOPER!

HOOPER RADIO AUDIENCE INDEX

City: Memphis, Tenn. Jan.-Dec. 1950

Time Sets WDIA A B C D E F

M-F 8AM-6PM 20.8 23.5 21.5 17.2 13.4 12.8 6.8 3.7

LATEST HOOPER DEC. 1950 - JAN. 1951

Time Sets WDIA A B C D E F

M-F 8AM-6PM 19.7 30.7 21.0 19.5 14.6 8.5 5.3 1.4

The inexpensive and adequate coverage of WDIA in Memphis and WDIA BMB counties (489,000 Negro population) is securing sensationally good results for many leading advertisers of QUALITY products such as Folger's Coffee, Kellogg, Sealtest, Kools, etc. Write for case studies.

WDIA

MEMPHIS, TENNESSEE

John E. Pearson Co., Rep.

Finally, we want to sell chain saws to our best customer, the farmer—the dealer who supplies the farmer.

Going into a general magazine with a coupon inviting inquiries, we figured that there might be dilution of inquiries, and warned our dealers that this might happen. The booklet "How to Make Money from Farm Woodlands" was not offered. Prices of the four tools featured, two models of chain saw, earth drill and pump, were emphasized, and the coupon arranged so that an inquirer could check the ones he was interested in. This kept our inquiries on a high level. There was some dilution, but not much, nor troublesome to dealers.

Freight rates are not so great a handicap to us as to other western manufacturers with markets in the East and Middle West, because our tools are light in weight; in fact, the company frequently rushes shipments by plane.

The real obstacle is competition with long-established companies whose names are familiar to farmers. Aggressive advertising, backed by aggressive sales work by dealers, is necessary to overcome that. Our dealers have this obstacle in selling the farmer a tool made by a company he has not yet heard of, but this disadvantage is rapidly disappearing. In fact, a recent survey conducted in the East indicates that McCulloch is now the best known name in chain saws. Many dealers have been added since the magazine advertising began, because they feel that now the McCulloch line is popularly known.

Dealers follow through with demonstrations according to their supply

situation. Quite apart from the emergency in metals, we have built up a backlog of orders since farm marketing began, so that some of our aggressive dealers are limited as to demonstrations for the time being.

Changes in farm work since war's end have been startling—and most favorable to tools such as ours.

Estimating farm labor requirements for this emergency year, it is reported that an average of only 7½ million farm wage-earners will be needed. That is not as many as there are heads of farm families. It is a decrease from 9½ million at the time of Pearl Harbor. This is the result of farm mechanization and decreasing farm population. Only about 18% of U.S. population is now rural. Yet our farms produce more food than ever, of higher nutritional value, and in greater variety. Mechanization does it. There are new tillage and harvesting machines, the 3½ million farm tractors, the more than 2 million farm trucks, and an ever-widening range of small power tools such as ours. Farmers now consume one-fourth of all gasoline, and in electrified areas such as California they use one-fifth of the electricity.

This is the result of increasing farm problems—costs and dependence on labor. The farmer is turning to machinery to solve these problems.

Hence, when we are able through advertising to develop live inquiries for dealers, and the dealer or his salesman are able to go out to the farmer's woodlot to show what can be done with a McCulloch chain saw and point out latent revenue possibilities in his trees, a keen prospect is found for the dealer.

Dates & Places for Sales Confabs

APRIL

Columbia, S. C. (Township Auditorium)	Sales Rally	April 16
Minneapolis, Minn.	Clinic	April 16-20
Raleigh, N. C. (Morson H. S.)	Sales Rally	April 17
Winston-Salem, N. C. (Reynolds Auditorium)	Sales Rally	April 18
Charlotte, N. C. (Hotel Charlotte)	Sales Rally	April 19
Charlotte, N. C. (Hotel Charlotte)	Sales Conference	April 20
Philadelphia, Pa. (Bellevue-Stratford)	Sales Conference	April 23
Philadelphia, Pa. (Broadwood Hotel)	Sales Rally	April 23
Pittsburgh, Pa. (Wm. Penn Hotel)	Sales Rally	April 27
Newark, N. J. (Mosque Theater)	Sales Rally	April 30

MAY

Washington, D. C. (American University)	Sales Conference	May 18
Cleveland, O. (Music Hall)	Sales Rally	May 18

SALES MANAGEMENT

What It Takes to Season an Ad Man

American Can's chairman suggests guide posts for graduates.

It takes many an experience to produce a seasoned marketing man. A hitch in the military service can be one of them.

"What may now loom up before you," D. W. Figgis, chairman, American Can Co., New York, told 35 graduates who'd specialized in advertising at college, "as a bottomless pit of wasted time, as far as your professional growth is concerned, will a few years hence take on, in your eyes, a quite different aspect."

Why? [It helps you to develop] "leadership that any man constantly needs to foster . . . the kind that can keep emotions and temper on an even keel . . . [that] will require you to deal effectively with discouragement."

What's Ahead?

What lies ahead to challenge the creative instincts of embryo marketing men?

"During the span of your professional life," Mr. Figgis predicted, "I think you can fully expect to find expertness in institutional advertising assuming a position of importance equal to, if not superior to, the standard task of product promotion."

"This outlook is daily becoming more clear, because the free competitive or capitalistic system which has built the American standard of living is now arrayed in a world-wide contest with a rival economic system, typified by Communist Russia, where a chronic inability to produce the means for a better life is concealed under a highly vocal ability to merchandise *promises* of Utopia.

"Your generation, and your profession, particularly, is destined to see commando service on the fighting front of ideas, where you will be called upon and given opportunity to present the practical merits of the American productive system to our own people and to foreign populations with the same force and clarity that has enabled your profession's skill to activate billions of dollars worth of product purchasing power in past eras. . . .

"Our *failures* will be watched . . . with zeal and will be used as evidence by those who wish to prove the futility of our way of life."

Which reaches more families in Fort Wayne?

Here are the coverage facts

(Corporate Limits)

LIFE.....17%

COLLIER'S.....15%

LOOK.....13%

POST.....12%

parade.....84% Plus a minimum

with the Fort Wayne
Journal-Gazette

of 20% coverage in 40
adjacent markets of 1,000
or more population

and the picture is similar in
all 33 Parade cities of origin

parade

The Sunday Picture Magazine
Providing a Minimum of 20% Coverage in...

1993 Markets

PAY for space...
get

SALESMANSHIP!

The Wall Street Journal
—with its 4 editions
—covers the country
like the experienced,
productive salesman it is.

*This salesman is welcome
in the offices where
buying decisions are made
or influenced, because he
has proved his helpfulness
to the prospect time and
time again.*

*This salesman is in
the business market
every working day and
makes his pitch
in the prospect's office
... when the prospect is
receptive to business action.*

*This salesman
is a "home town boy"
to his prospects
by virtue of the local and
regional as well as
national interests
he shares with his
prospects through these 4
regional editions:*

the Eastern Edition
(New York)

the Southwest Edition
(Dallas)

the Pacific Coast Edition
(San Francisco)

the Chicago Journal of
Commerce Edition
(Chicago)

*This salesman
is the only
national business daily ...*

**THE
WALL STREET JOURNAL.**

Dear Editor ...

LOST CREDIT LINE

Editor, SALES MANAGEMENT:

May we have your permission to duplicate the box on page 147 of your March 15 issue? It is headed, "Don't Try to Sell Me If You Don't Know ..."

The copies would be distributed to our 16 branch offices, and approximately 70 domestic distributors, and about half as many overseas distributors.

C. C. SMITH
Assistant Sales Manager
Frick Co.
Waynesboro, Pa.

(SM discovered too late to give proper credit in March 15, that the piece attributed to Mr. Charles S. Martin is one on which the copyright is owned by Joseph Luchs and Staff, consultants in sales training, 6701 N. Broad St., Philadelphia, Pa. All inquiries for reprint permission are therefore being routed there. SM's editors apologize for the unwitting error. This is the same piece, incidentally, that was recently mailed to the membership of National Sales Executives, Inc.—The Editors.)

DU PONT APPRAISALS

Editor, SALES MANAGEMENT:

I very much enjoyed reading your article on appraisals for salesmen. Although ours is a relatively small organization, I believe that our sales personnel can all benefit by reading this article and following through with the self-appraisal as outlined.

With this in mind, would it be possible for you to supply me with fifteen reprints? ... Many thanks to you all for this extremely well done article.

ALEX. LEE WALLAU, II
Alex. Lee Wallau, Inc.
New York, N. Y.

Editor, SALES MANAGEMENT:

... That interview of yours with Mr. Schumacher of Du Pont on the appraisal of salesmen as a guide to individualized training is about the best thing of the sort I have seen.

Since I hung out my shingle as a sales personnel consultant I have been giving a good deal of attention to the practicalizing of progress rating as a prerequisite of really informed training. And I'm hoping you will make this story available in reprint form. ...

DAVID R. OSBORNE
South Bend, Ind.

("Appraisals for Salesmen: They Help to Lift the Batting Average" has indeed been reprinted, together with another article on the same subject. The second article: "Bonus Tied to Merit-Rating Adds Incentive to Industrial Pay Plan," based on an interview with J. M. Johns, general manager, Industrial Sales, Libbey-Owens-Ford Glass Co. Copies may be had from Readers' Service Bureau at a cost of 50c each.—The Editors.)

SIDE VS SADDLE

Editor, SALES MANAGEMENT:

I was interested in Mr. Bellinger's letter ... with respect to the difficulty of removing articles from SALES MANAGEMENT.

I maintain a file of magazine articles for us in teaching, and I have experienced difficulty in tearing articles out of SALES MANAGEMENT due to the side-stitching method of binding. Have you ever considered using saddle-stitching in order to make it easier for the "page-tearers?"

EDWIN H. LEWIS
Associate Professor of Economics
and Marketing
University of Minnesota
Minneapolis, Minn.

(The reason for side-binding: Saddle binding is largely a hand operation. On a side-bound book, the whole operation is mechanical. After the magazine comes from the presses, we can get a side-bound book into the mails from 24 to 48 hours faster than we could achieve with the alternate method of binding. We suggest to Professor Lewis — and other "tearer-uppers"—the use of one of the little gadgets that holds a razor blade. They are obtainable at any stationery store. We use them in Readers' Service where we're clipping constantly.—The Editors.)

QUIET SOB

Editor, SALES MANAGEMENT:

Read the story on buying vacuum cleaners (Shop Talk, March 1) with tears in my eyes. ...

ED. J. HEGARTY
Director of Sales Training
Westinghouse Electric Corp.
Mansfield, Ohio

Editor, SALES MANAGEMENT:

I enjoyed very much your "An Editor Goes A-Shopping" in SALES MANAGEMENT of March 1.

SALES MANAGEMENT

It reminded me of my purchase of a vacuum bottle.

I had decided to make my wife a present of an unbreakable vacuum bottle, since the ones with glass "innards" were always getting broken. I shopped around several places with no luck and finally reached the appliance department of one of our leading department stores. This is about what happened:

After some difficulty I got a clerk to deign to notice me. She showed me an array of bottles of all kinds.

"Have you any unbreakable ones," I asked.

"I think so." A long hunt—"Yes, here is one."

"Is this the only kind you have?"

"I think so." A long silence. "This is a good bottle."

"What are its special advantages?"

"Well, it's a good bottle."

"How much does it cost?"

She looked up the price and told me.

"All right, I'll take it."

Business of finding one in stock, getting it wrapped, etc.

Then she looked at me again. "Will this be charge or cash?"

"Cash," I replied. "You take cash, don't you?"

"Yes," she answered, without a flicker of interest.

The pay-off—the bottle she sold me turned out to be defective and I had to return it later for replacement.

H. O. STONE

Pacific National Advertising Agency
Seattle, Wash.

(Chapter II of the vacuum cleaner story appeared March 15, a post-mortem piece, April 1.—The Editors.)

SM IN USE

Editor, SALES MANAGEMENT:

In your February 15 and March 1 issues, there is an article "Look Who's Buying Comics Now!". We are extremely interested in this item and wonder if it would be possible to secure one or two sample copies of the comics referred to. . . .

R. J. DUNLEVY

Account Executive
McKim Advertising, Ltd.

(Since Mr. Dunlevy was the first to ask, he was sent, with our reporter's blessing, a batch of the raw material collected during her research.—The Editors.)

Editor, SALES MANAGEMENT:

In the February 1 issue of your fine magazine there was an article entitled "When—and Why—Customers Mistrust Salesmen."

May we have your permission to adapt the points made in this article to our own activities? . . . we would give full credit to SALES MANAGEMENT and Dr. Laird. . . .

WILLIAM M. EARDLY
Sales Promotion
Frigidaire Division
General Motors Corp.
Dayton, Ohio

(By all means put it to work. That's what it's for.—The Editors.)

Editor, SALES MANAGEMENT:

For some time we have been using not only SALES MANAGEMENT's *Survey of Buying Power*, but also your pre-release on High Spot Cities.

The information on High Spot Cities has been used only in this office. Now we would like to pass this information on to our store managers in the cities covered by your report. The purpose is psychological only, and you could probably put it under sales promotional effort.

All this adds up to the fact that we would like to have your permission to do this.

CHARLES WILSON, JR.
Sales Research Manager
Western Auto Supply Co.
Kansas City, Mo.

(. . . and may the psychology work!—The Editors.)

ADVENTURES IN SHOPPING

Editor, SALES MANAGEMENT:

I have read with considerable interest the "Adventures in Shopping" series in SALES MANAGEMENT and, of course, particularly the case history related in your March 1 issue which indicates a rather marked tendency on the part of salespeople to "push Sheaffer as against other brands."

I believe that no phase of our business needs more constant attention than retail sales training. Consequently your experiences and particularly your remarks in the footnote have given us all a very warm feeling.

Naturally, we hope that this is not sheer coincidence. All though the presentations which you or your correspondents explained with regard to our merchandise may not have been exactly brilliant or highly informative, we do like to draw the hope that some of the instruction which we have so painstakingly put forth have taken root. . . .

R. H. WHIDDEN

General Sales Manager
W. A. Sheaffer Pen Co.
Ft. Madison, Iowa

("Adventures in Shopping," the series started December 15, has done more to focus attention on need for training at the retail level than any other material SALES MANAGEMENT has ever printed. SM is also trying to present constructive ideas for doing something about the problem. See "The Retail Clerk: Once Again He Spits in the Customer's Eye," page 113.—The Editors.)

"You're Dead Right!"

You've probably said that to yourself many a time as you've read the ideas and opinions expressed by your fellow sales executives in articles in SALES MANAGEMENT and elsewhere. There must be times, too, when you disagree. Address your letters to Philip Salisbury, Editor, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.



A Service for Executives Whose Lines are Sold thru Retail Stores

● ACB reads every advertisement published in the 1,750 daily and Sunday newspapers of the U. S. and can furnish you with any information therein.

For example, here is a prime source for knowledge of distributor and retail trade connections . . . here you can tell exactly how your dealers are co-operating with you as compared with your competition. Here is the source for new products offered . . . new sales plans being tested out.

These and many other important developments are revealed in detail by ACB's Newspaper Research Reports should they appear anywhere in daily newspaper advertising.

ACB reports have been used by leading merchandisers for many years. They are made up to your own specifications as to information or areas covered. A catalog covering 12 services will be sent executives on request.



Send for Catalog

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

New York (16) • 79 Madison Ave.
Chicago (5) • 538 South Clark St.
Memphis (3) • 161 Jefferson Ave.
San Francisco (5) • 16 First St.



The
**ADVERTISING
CHECKING BUREAU
INC.**

"Yours of the 17th Received And Contents Noted"

BY BILL ADAMS

Gulf Insurance Co. is counting a dozen benefits from its campaign to get rid of mill-run phrasing in its routine business correspondence. Gone are the tired old clichés. Today Gulf letters have new warmth, directness, vitality.

Companies interested in pointing up friend-making qualities in their letters might profit from the experience of Gulf Insurance Co., Dallas, Tex., whose letter improvement program has face-lifted dull, undiplomatic letter contacts into "friend-makers" with real sales appeal.

Because most contacts with the company's 2,500 agents throughout 17 states are through everyday letters, Vice President A. R. Buchel reasoned that every hour of the day Gulf letters were either creating the right impressions, building good will, making friends, stimulating sales—or they were creating wrong impressions. A glance at the current outgoing letters revealed that they were far short of friend- or sales-making qualities.

Extend Program

Charles Bury and Associates, Dallas correspondence consultants, were called in to give the letters a face-lifting—make them win friends. After a preliminary survey, a letter improvement program "tailor-made" to Gulf's needs was initiated last April. Although originally scheduled as a one-year program, results have so far exceeded expectations that it has been decided to continue the program for another year.

Success of the program lies in the unique approach to training. Departing from usual academic standards, letter writers are first grounded in the fundamentals of good salesmanship. Parallels are drawn between face-to-face selling situations and similar letter writing situations. During class discussions, correspondents are not referred to as such, but as "Salesman Thomas," or "Supersalesman Woods." Examples of good letter craftsmanship are cited as "good

salesmanship," and letters in general—no matter how routine—are referred to as "sales letters." The idea caught on fast. Personnel now take on a new pride in their letters and the enthusiasm for training is reflected in outgoing letters.

The four main features of Gulf's "sales" program are:

1. Letter Bulletins: To give letter writing fundamentals in easy-to-take doses, a monthly letter writing bulletin is issued. It deals with specific letter writing problems current at Gulf.

Bulletins are written in a lively, interest-catching, "How to . . ." style, are well illustrated with cartoons, and show current examples from the firm's correspondence.

An idea of the effectiveness of these bulletins may be gained from some of their attention-getting titles:

1. Don't Be a Word Rambler.
2. How to Insult Agents and Drive Away Friends.
3. How to Make Your First Sentence Click.
4. Make Your Letter Good to the Last Drop.
5. Turn Your Lemons into Lemonade.
6. Don't Write a "Sad-Sack" Turndown Letter.
7. Do You Have "You-Ability"?
8. Let's Write a FRIENDLY Letter!
9. How to Write the Follow-Up Letter.
10. How to Make Every Letter a "Sales" Letter.
11. Don't Write a "Merry-Go-Round" Letter.
12. Say It with Pictures!

Each correspondent is provided with a leatherette binder in which to insert the bulletins. This gives him

ready reference material during and after the conclusion of training.

2. Letter of the Week: One of the most effective features of the program is the "Letter of the Week" idea. Every two weeks an outstanding letter, selected from carbon copies submitted each month, appears in the company's house magazine. In addition to giving the author recognition for good work, it spurs others to greater efforts. Also, with additional letter writing hints included, it supplements the bulletins.

3. Better Letter Clinics: At regular intervals a 45-minute meeting is held in the company's offices. It is attended by top management down to the newest clerk-typist.

Clinics are dramatized to capture class interest and to include most of the elements of a radio quiz show with "audience participation" accounting for class interest. Specially selected sound slidefilms, colored chalk talks, gadgets and novel visual aids, exercises, and short quizzes are some of the methods employed.

To give reality to the meetings, the meat of the sessions is built around a discussion of current correspondence. Good examples are cited first, and the letter writer's name is highlighted. When not-so-good examples are discussed, they are disguised so that the author's identity is not revealed. Suggestions for improvement come from the class so that if the author does recognize his letter, he does not feel that he has been singled out for criticism. Using the firm's actual letters gives the instruction a practicality which could not be achieved in any other way. Criticisms are taken in a wholesome, constructive attitude.

4. Correspondence Surveys: Training is finally nailed down by giving each correspondent personalized follow-through by rating and analyzing a cross-section of his letters each month.

Although the month's average score is posted for all to see, individual surveys are a private affair

Before the personnel shortage moves in on you
... provide the **ABC** of getting things done

... for **AUDOGRAPH** dictation means

Added
Business
Capacity

with fewer man-hours
...less effort!



● Personnel losses, due to the national emergency, need not reduce the output of your office force ... no matter how large or small. With the installation of **AUDOGRAPH** equipment, prominent users have reported that volume office output has been maintained despite personnel losses up to 30%.

Before the man-power shortage threatens *your* ability to keep up with the *pressure to produce*, send in the coupon and discover how to thwart the man-power problem in your own office.

AUDOGRAPH is made by The Gray Manufacturing Company—established 1891—originators of the Telephone Pay Station.

Dictating and transcribing
are E-A-S-I-E-R



with **AUDOGRAPH**

● *WE REGRET the unavoidable delay in delivery of new **AUDOGRAPH**s, but demands have exceeded all precedent. At the same time a large part of our raw material has been earmarked for defense production, to which many of our skilled personnel are already committed. If you are awaiting delivery of new **AUDOGRAPH** equipment, we urge patience ... for **AUDOGRAPH** is very well worth waiting for.*

Gray
AUDOGRAPH

ELECTRONIC
SOUNDWRITER

AUDOGRAPH sales and service in 180 principal cities of the U.S. See your Classified Telephone Directory—under "Dictating Machines." Canada: Northern Electric Company, Ltd., sole authorized agents for the Dominion. Overseas: Westrex Corporation (export affiliate of Western Electric Company) in 35 foreign countries.

- THE GRAY MANUFACTURING COMPANY, HARTFORD 1, CONNECTICUT
- Send me Booklet 4-T—"Now We Really Get Things Done!"
- Name.....
- Title.....Firm.....
- Street.....City.....





• Get the green light from Management on your new sales program . . . by *pretesting* it the Burgoyne way as have these national advertisers . . . for years.

• For example, *pretest* of a new product in Canton and Madison proved buyer acceptance in three months and paved the way for a national campaign.

• You also can use Burgoyne profit insurance on new packages . . . coupons . . . mass displays . . . new ad themes . . . or any sales idea.

• The dozen Burgoyne *pretest* cities enable your *pretest* to fit your distribution and budget.

• Write for proposal today!



How To Make Every Letter A "Sales Letter"

Every hour of the day, the letters you send out are either creating the right impressions, building goodwill, making friends, stimulating sales—or they are creating wrong impressions.

Every letter has a sales job to do, whether it's selling goodwill, service—or you and Gulf Insurance Company. Every letter has a chance to make agents say, "I like to do business with Gulf!"

RATING SCALE FOR "SELL-ABILITY"

Sales
Value

Appearance	First impressions last! Is your letter free from erasures, neatly typed on clean stationery? Has grammar and spelling been checked? Is paragraph length varied to make the letter inviting to the eye? Is it balanced on the page? It is? Then give yourself	20%
Positive Thoughts	Do you avoid the "Sorry, but's . . ." and the "We regret to inform you that's . . ."? Do you try to give the agent good news? Do you tell him what you can do, before you tell him what you can't do? You do? Then give yourself	20%
You-ability	Do you have the ability to say "You" instead of "I" or "We." Not by just mechanically sprinkling "You's" around, but from a sincere interest in the agent's welfare? You do? Then give yourself	20%
Antagonistic Words	Have you carefully checked to see that your letter is free from those low blows—innocent sounding to you—but like atomic bombs to the reader. The "You claim that's," "You say that's," the "You failed to's . . ." You have? Then give yourself	20%
Tone	Does your letter have the right "ring" to it? Does it "sound" right? Is it out of the rut of the ordinary? Does it have sparkle, enthusiasm—without being gushy or artificial? In short, does it sound like YOU talking? It does? Then give yourself	20%
		100%

Keep trying. Nobody has ever written the perfect letter.

between the instructor and the correspondent. Suggestions for improvement noted on his own letters gives the correspondent an opportunity to review in privacy his mistakes and compare his relative standing and progress.

For example, when the bulletin, "How to Make Your First Sentence Click" is issued, the discussion in the Clinic is centered around the same

topic. This is followed up with the "Letter of the Week" giving examples of good first sentences and additional hints on their application. Instruction is finally brought home by stressing first sentences in that month's carbon copy analysis.

The next month another topic is similarly treated and so on, until each fundamental is thoroughly ab-

sorbed and reflected in outgoing letters.

Although the main object of the training is (1) to make every letter a friend and sales maker, and (2) to cut correspondence costs by making each letter concise yet complete, "reverse English" is given to the rhythm of the instruction. Before letters can be made over into friend-makers the "litter" has to be cleared out first.

Hackneyed phrases, form letter cliches, rambling sentences, muddy phraseology, and antagonistic words and phrases are given the axe. When letters are sharpened down to the meat of the messages, instruction then swings into positive qualities that give each letter a "personality that sells."

"Turndown" Letter

The program is flexible to take care of special needs. The most important of these is the delicate situation that arises from a "turndown" letter. This is the letter that goes to the agent who turns in business which, because of its "high loss ratio," cannot be accepted. Incorrectly written, the "turndown" letter can destroy overnight valuable good will built up through the years. Properly written, it can cement the good will.

Previously, "turndown" letters were unintentionally curt and abrupt—such as this:

This loss frequency is entirely too high, and we feel that this business has definitely proven itself unprofitable. Please return our policy for cancellation immediately.

To an agent who has sent in business in good faith and who probably has already spent his commission mentally, such letters are a slap in the face.

With the face-lifting process, "turndown" letters now decline the business tactfully—yet they keep the friendship of the agent. Such as this one:

It was nice of you to think of Gulf when placing this risk. I wish that the compliment could be returned by carrying the coverage for you, but we already have two lines under this policy. This type of risk has always given us considerable trouble, so if you will cancel promptly, we will try to make it up to you in handling some other line.

So important was this letter to Gulf, that two clinics were devoted to the technique of writing "turndowns." Special bulletins were also prepared. They were followed through with additional treatment in the "Letters of the Week." The



Mr. Executive:

"GENERAL AUTO" FLEET RENTALS CUT AUTO COSTS

BRAND NEW 1951 FORDS, PLYMOUTHs, CHEVROLETS

FLEETS OF 10 TO 1,000 CARS FOR IMMEDIATE DELIVERY

INCLUDES GAS & OIL

Includes license plates; replacement in case of fire or theft; new cars every 12 months.

Now Serving RCA, F. W. Dodge, U. S. Hoffman Machinery Co., Koppers Coke, and many other national firms.

HIGHEST PRICES PAID FOR YOUR PRESENT CARS

Write, Wire or Phone



GENERAL AUTO

RENTAL CO.

COAST-TO-COAST

HAROLD B. ROBINSON •

Livingston 8-5000

6600 N. BROAD ST., PHILA. 26, PA.

PLAN A—Fleets 100 or More
For Fleets With Low Annual Mileage
3950 MO. PER CAR

PLAN B—10 or More Cars
25,000 Miles Or More A Year
Low As
3 1/2¢ PER MILE

PLAN C—10 or More Cars
A Popular Plan Used by Many Firms
4950 MO. PER CAR

Harvesting Profits



COOPERATION. Rare is the dealer who doesn't appreciate the manufacturer's help in making sales. Equally rare is the manufacturer who isn't glad to see his dealers happy... his product in demand! That explains why manufacturer-dealer cooperative outdoor panels like this have proved so successful

and effective. General Outdoor Advertising Co., 515 S. Loomis St., Chicago 7, Ill.

★Covers 1400 leading cities and towns



The COURIER-EXPRESS *SELLS*

WESTERN NEW YORK

Because WESTERN N. Y.

**IS SOLD ON THE
COURIER-EXPRESS**

ONE REASON is complete, factual, unbiased reporting. An outstanding local staff combines with six great news services...three of them exclusive with the Courier-Express in Buffalo...to bring Western New Yorkers the full, up-to-the-minute word and picture story of world, national and local happenings.

Associated Press
International News Service
*Chicago Tribune
United Press

*Overseas News Service
*New York Times Foreign Service
*Exclusive with the C-E in Buffalo

THE PROOF is found in the fact that more people* buy the Sunday Courier-Express than any other paper in the State, outside of New York City... and that the Morning Courier-Express is the proved medium to best sell those families with the most money to spend.

*290,348 ABC Audit, 9/30/50

COLOR

for Greater Selling Power
Full color (two, three or four) available weekdays... black plus one color, Sundays.

BUFFALO COURIER EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:

OSBORN, SCOLARO, MEEKER & SCOTT

It Gets Results Because It
Gets Read Thoroughly

monthly carbon copy surveys were also augmented with extra copies of every "turndown" letter written for two months. Ironing out the "turn-down" problem, according to Vice President Buchel, in itself is worth the cost of the training.

As the wrong tone in collection letters also can lose good will, and "Thank You" letters can miss opportunities to build good will—special emphasis is given to these letters.

As part of the "cleaning out" process, the mechanical format of the letter is given a face-lifting, and a simplified style is initiated. The new format gives the letter a cleaner appearance, a distinctive personality, and saves about 25 keystrokes per letter, with corresponding savings in typing time.

Form letters are kept to the minimum, but when needed are not disguised as letters. They are printed forms, and as such are accepted for what they are, whereas a "disguised" form letter might be resented. One form letter has already eliminated 60% of the dictation for one harried correspondent in the accounting division giving him more time to devote to other duties.

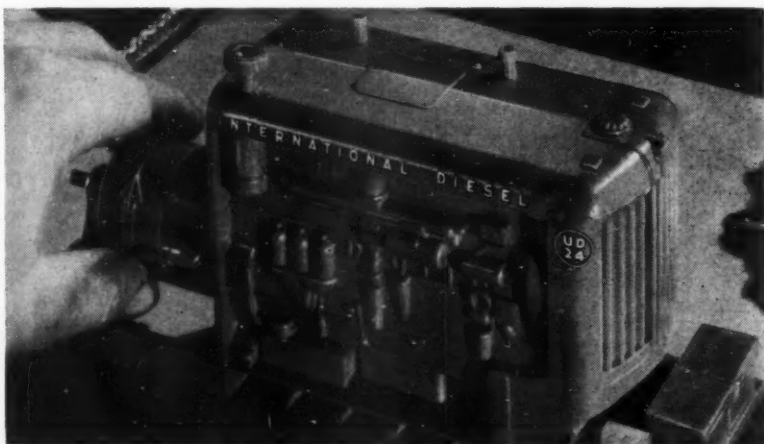
When personalized letters of the same type have to be frequently written, guides or models are developed. These the correspondent can follow, saving dictation time. Such patterns are kept to the minimum and are used only for the most common recurring situations because the firm believes that too much mechanization seriously affects the flavor and person-

ality of letters.

A spectacular sidelight to the program was the stimulation given to one executive to write a "different" type of good will letter at New Year's. This letter, in addition to wishing the agent success during the New Year, also complimented him, where applicable, on his good record of promptly paying his accounts through the years. So many grateful replies came back commenting on the unusualness of this letter, that the executive concerned, and the firm as a whole, is thoroughly sold on the idea that "sometimes it's the letter that doesn't have to be written that does the most good."

This occasion also presented a check on the effectiveness of the training. However, the real proof of the pudding has been furnished by the people best able to give a true and correct picture of the success of the program. They are the company's 20 special representatives who have to face the agents who receive the letters, and who receive a lot of letters themselves. To a man, they have relayed enthusiastic reports from the agents who have commented especially on the new warmth in the letters.

Other results: Letters have been reduced in length an average of 30%, with corresponding savings in dictators' and typists' time. Letters are now clear and easy to understand. Based on the average monthly ratings, over-all improvement has been 95% and, in individual cases, up to 185%.



WINNING FRIENDS and customers for International Harvester, this desk accessory is doubly intriguing. It's a miniature of International's UD-24 diesel power unit molded with Hercules Powder Company's Hercocel E (ethyl cellulose molding powder) by the Product Miniature Co., Inc., Milwaukee, Wisc., and a spin of its pulley dispenses cigarets from the hollow cylinder head.

A Practical and Timely Answer to the Nation's "No. 1" Problem— *high prices*

THE PERFECT PLACE TO FIT YOUR PRODUCT INTO THE FAMILY BUDGET

The ever-increasing price spiral has made the selection of food and other grocery products a subject for careful consideration of cost, quality and contribution to the family well-being.

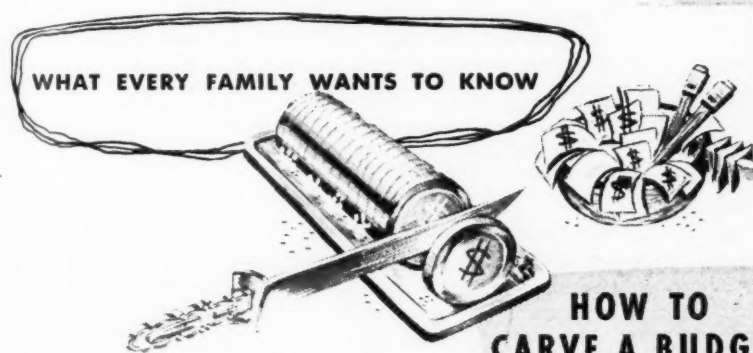
To offer real assistance to Chicago area families in planning their purchases, the Herald-American is publishing on May 24, 1951, a tabloid supplement devoted to Budget Cooking and Homemaking.

The entire range of food products will be covered. Budget meals and menus will offer readers a healthy variety of foods that can be fitted into most any budget. All foods — meats, dairy products, poultry, fish, vegetables and cereals will be covered. Preservation of foods — processing and handling — canned goods and frozen foods and appliances and kitchenware necessary to the everyday preparation of meals — all will be given important attention in the attractive Budget Cooking and Homemaking Section of the Herald-American.

Edited by Mary Martensen, one of the nation's foremost food and home economics editors, this Budget Cooking Section lends authority and prestige to all advertisers who use its pages. It is the first Cooking Section to be published by the Herald-American in ten years and by far the finest, "most wanted" and perfectly timed section of its kind. Because it is designed for daily use, it will be seen, saved and used over and over again with increasing value to advertisers. The cover will be beautifully printed in four colors and a limited number of color pages are available for advertising.



TO BE PUBLISHED
THURSDAY, MAY 24, 1951



WHAT EVERY FAMILY WANTS TO KNOW

HOW TO
CARVE A BUDGET

A PRE-SOLD SECTION

Following is the schedule of promotion telling the public about the Budget Cooking Section:

1. Approximately 15 radio spots per day four days in advance of the section on the following stations:
WMAQ WENR WCFL WAIT
2. Window and counter cards to be made available to all local retail grocers.
3. Truck posters a week in advance on all Herald-American trucks.
4. Large size ROP ads in the Herald-American to run daily beginning a week in advance of publication of the section.
5. Page one boxes Monday through Wednesday in advance of the section.
6. Eight column streamer on publication date.

DATES, RATES AND MECHANICAL REQUIREMENTS

- The Budget Cooking and Homemaking Section will go to the full circulation of the Herald-American (in excess of 550,000) and regular card rates will apply for black and white copy.
- Date of publication: Thursday, May 24, 1951.
- Copy Deadline: May 17, 1951. All plates and printing material must be received by this date for inclusion in the section.
- COLOR: Color is available in full page units on pages 3, 23, 30, 31, 33, 58 and 60. Pages 30 and 31 will be sold as a center spread totaling 2,200 lines. Rates for color will be quoted on your inquiry.
- Pages size: Five columns by 200 lines. Column width 1 1/2 inches. Over-all page size in inches, 9 1/2 inches x 14 1/4 inches. Center spread measures 20 1/8 inches x 14 1/4 inches.

EVERY PRODUCT THAT BELONGS IN THE KITCHEN—
BELONGS IN THE BUDGET COOKING AND HOMEMAKING SECTION

*the most exciting news
in Chicago's kitchens
in ten years!*

Chicago HERALD-AMERICAN

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

Congressional Fairyland

People are swamping retail stores, buying up everything obtainable at fantastic prices. They must be protected against themselves. An excise tax on advertising would curb this reckless spending . . . These are some of the basic arguments just presented by a Congressional Committee.

Nothing in recent years more clearly demonstrates the difficulty—perhaps the futility—of *short-range* Government planning than this April 2 "Joint Committee on the Economic Report," the product of a permanent staff created pursuant to Section 5 of Public Law 304, 79th Congress, and of seven Senators and seven Representatives.

Granted that during the months when the report was being compiled, these Government and Congressional men were no more guilty than many businessmen of seeing 1951 as a year of extreme shortages, yet experience *should* have taught them that it is not in the national interest to destroy any of the tools of selling.

Pages 73 to 75 of this report recommend a *heavy* (more on that later) tax on advertising, "especially on that urging consumers to buy consumer goods."

Before going into further details on this Congressional recommendation, let's look at the committee which sponsored the report. Radicals? Yes, if you want to consider Robert Taft, with family interests in publishing and other industries, as a radical . . . Theorists? Yes, if you want to call Ralph Flanders, ex-machine tools head, a theorist with no practical business experience, or William Benton, ex-advertising agency partner and industrialist, or Wright Patman (Robinson-Patman Act) and the professed friend of retailers.

Several Senators and Representatives, including Senator Benton, expressed disagreement with certain aspects of the Joint Economic Report through supplementary statements, but none of them seems to have found fault with the proposed sock-the-advertiser excise tax. However, a few days after the report had been submitted to Congress, Benton in a newspaper interview termed it "very unsound."

The report pays advertising a high tribute through implication. "One of the most desirable excise taxes that could be levied would be a tax on advertising . . . This is obviously not the time to whip up inflation further by stimulating consumer buying, nor is it a time for making still worse the already grave shortage of so vital and critical a material as newsprint or woodpulp . . . Yet an increased volume of advertising continues to spur consumers on to additional spending."

(Gentlemen of Congress: Read your daily newspapers. See the clearance sales, the sacrifice sales. Study the alarmingly-high retail and wholesale inventory figures.)

The good men seem a bit confused, don't they? Ward off inflation, they say. What about deflation? We seem a lot nearer to that right now.

They argue that a heavy tax on advertising—and when they refer to a *heavy* tax they really mean it: "20 to 25 percent" is the recommendation—would (1) cause some advertisers to discontinue all advertising "for the duration;" (2) cause others to reduce sharply; (3) cause at least some advertising media to reduce rates and absorb some of the tax; (4) cause others to shift to direct mail or handbills (they don't explain why this would help the economy as against using newspapers or magazines or air waves.); (5) bring in additional tax revenues of over \$1 billion.

Apparently the publisher or radio or TV station would pay the tax, and *try* to pass it on. What would such a tax do to the number and quality of our established means of communication, regardless of who acted as the Government's collector? Or doesn't Congress care?

The Congressional leaders do throw out one note of caution—that such a plan might reduce the profits of advertisers and advertising media, with a consequent reduction in the corporate income tax returns—but they seem to think that a tax on advertising is a good calculated risk because "It[would result in] reduced expenditures for 'good will' advertising more or less deliberately engaged in to avoid excess profits and corporation income taxes."

(Gentlemen of Congress: May we direct your attention to almost unanimous predictions by Washington, 1945-1946, that the immediate aftermath of World War II would be widespread unemployment and reduced buying power? . . . Might it not be that "useless" institutional or "good will" advertising during the war had a lot to do with building such demand for better homes, cars, furnishings, etc., that the widely-touted recession never occurred?)

We doubt there is a ghost of a chance that such a tax will get anywhere in this Congress—but it's frightening to think that an attempt to emasculate as important a tool of selling would be made by law-makers such as we have mentioned.

Why don't you pick out *your* Representative and your two Senators for an occasional letter or personal visit designed to make them see that it isn't enough to just *make* goods? Obviously many of them are thinking of an economy designed to fill *needs* only, and have no understanding of the practice of creating the *wants* which maintain our gainfully employed over the 60 million mark.

And while we predict (possibly with too much confidence) that the proposed tax on advertising will not receive favorable action, why don't you tell your representatives anyway what you think of *that* recommendation, so that they will know how absurd it is?

PHILIP SALISBURY
Editor

This building material merchant—a BSN reader—does a whopping million dollar annual gross volume, all retail, mostly cash and carry.



This Picture in your mind if you want to **SELL**

This is a lumber dealer, 1951 model. He's a supermarket building material merchant in his own home town.

He and others like him will advertise, promote and sell housewares and homes, fans and furnaces, roofing and refrigerators, giftwares and garages. Regulation X won't stop him because more than half his sales in 1951 will come from remodeling, repairs and over-the-counter sales to 46,000,000 families and farmers. There are few restrictions on this market.

As always, the building material merchant will sell a still-vast volume of building products to his 100,000 builder-contractor customers. He's headquarters for building product sales, and key man to hold up 1951 building industry sales.

BSN's more than 19,000 dealer-readers average more than \$356,000 annually in sales. The BSN dealer-reader is *the biggest local merchant in the average town*. So, fix the BSN building material merchant in your mind — to help sell your product.

"Because it offers less waste and greater interest in periods of economic stress — the business paper is the short, sure approach to the soundest, most prosperous branch of the building industry."

Harold H. Rosenberg

— Harold H. Rosenberg
Publisher

Building Supply News

5 South Wabash Avenue • Chicago 3, Illinois



For more valuable information, send for 42-page booklet, "SALES AND PROFITS PLANS FOR 1951." Phone your BSN representative for your copy.

The Day My Grocer Notified Us, "You're an Unprofitable Account"

BY WILLARD M. FOX

Director of Market Research, Remington Rand Inc.

I got mad as a billygoat. When I calmed down I realized that the business instincts of my undiplomatic grocer are sounder and surer than many a manufacturer who could buy and sell him out of a petty cash account. Here's why.

You will not believe this, but it is true as gospel and a lot easier to prove.

In the collection of bills which arrived on January 2, 1951, at what we call Haphazard Manor or The Fox-hole, there was a statement from an independent (and how!) grocer in our town whom we used to patronize as a matter of convenience. The amount was \$39.15 covering five December deliveries. We used to buy branded merchandise such as dog food, canned goods, coffee, etc., from him but no meats or fresh vegetables. What we got was bought merely because he would deliver and—under pressure—take back empty bottles, and because we pass his store going to and from the New York Central station.

Enclosed with the bill was the following handwritten note, spelling and punctuation verbatim:

Jan - 1 - 51

Dear Mrs Fox

I am sorry that I have to inform you that we have to put your account on a cash or weekly basis. Checking over your bill for the month which has being less than \$50.00. The amount which is so little, it does'n't pay us to enter your account in our monthly books.

Thank you
Respectfully
A. A.

I frothed at the mouth while Mrs. Fox bounced off the ceiling. Month in and month out that guy had been taking us — at higher than A & P, First National, or Gristede (where we also keep a charge account) prices—for \$60 or \$65 on charges and \$20 or \$25 of pick up cash-and-carry stuff. "Who the blank does that blank blank blank of a blank think he is?" I screamed.

"Blank blank if I know," said my wife who, under her maiden name, is considered quite an operator in knit pants and allied circles, "but when I get hold of that blank I'll tell him what he can do with his blank blank store."

After I had calmed down and thought it over a little, I realized that however cockeyed his cost accounting may be, his business instincts are sound and sure, sounder and surer than those of many management men I have watched in businesses that could buy and sell him out of their petty cash accounts and never notice it.

He's Wrong, but . . .

If he erred, as I am reasonably sure he did, in assuming that an account that dips under \$50 in a single month is unprofitable in a retail grocery in which cash purchases are ignored in the calculation, at least his error is excusable. He never is going to let himself get into the position of losing money on 60%, 70%, or even 85% of his accounts. He never is going to have to hope that he can make enough profit on 15% or 20% of his customers to absorb his losses and leave something over. His lack of tact and his arbitrary rules may alienate so much genuinely profitable volume that his fixed costs may choke him to death, of course. But that is another problem.

However bad his profit contribution analysis may be—and I am of the opinion that it was picked out of thin air—he has put his finger on an element which too many sales executives and other management men neglect. Whether we like it or

not, we are going to have to pay attention to this problem. We are already in a controlled economy. Our area of management freedom will diminish further as controls are multiplied. We shall have to pay heavier taxes and incur additional expenses. It is true, of course, that people who think that controls can hold real prices down also think that putting an ice cube on a thermometer bulb reduces the temperature of a room. They are only kidding themselves.

We must look behind the veil of money to the true costs. We must cut out a lot of things we have taken for granted. We cannot afford such luxuries as losing money on armies of unprofitable accounts, if we are to meet the tax burden we shall have to meet and still realize sufficient profit to keep our plants intact for the present and to accumulate the capital we shall need for eventual expansion and replacement.

A specific beginning can be made by getting down to the job of analyzing sales and profit contribution by accounts and by markets. This should be done not only as of 1950 and 1951 but also as of such years as 1943-1945. It is true that we shall not fight the last war over again, but exact knowledge of the past is one basis for estimation of the future. For most companies, it has been my experience in analyzing and studying sales and profit statistics, markets are much smaller and much more sharply defined than salesmen and sales managers believe. By markets, I mean places in which, or people to whom goods or services can be sold at a profit with comparatively little risk of displacement by competitors.

Costs, assuming they can be calculated with reasonable accuracy, are objective; but values are purely subjective. All value judgments, all decisions to buy and, therefore, all sales are made in the minds of people who must give up many things to possess the product. If you are in the widget business, in order to sell your widgets you must find people who value widge-



Picking above-average markets in which to throw the weight of your advertising effort is a heavy responsibility these days. More and more advertisers are picking Michigan as a "must." One Michigan store, during the holiday shopping rush, had to close its doors temporarily, three times in one day, to ease the crowds . . . and this is typical of Michigan retail activity today.

Newspapers are today's outstanding "action" medium . . . (Pittsburgh's experience proved it) . . . and the 8 Booth Michigan Markets are outstanding examples of well-served newspaper markets.

For more information, ask for new Market Data Sheets . . .

A. H. Kuch;
110 E. 42nd Street,
New York 17, New York;
Murray Hill 6-7232

The John E. Lutz Co.,
435 N. Michigan Avenue;
Chicago 11, Illinois,
Superior 7-4680

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

ets more highly than they value either their free dollars or anything else they could buy with those disposable dollars. If you attempt to sell them to people who set less store by widgets, than they do by other things, you will create a certain number of sales by persuading some people to revise their scale of value judgments in your favor; but you will lose a lot of sales and you will eat up a lot of profit you make by selling people who really want your widgets, need them, and have the disposable dollars to pay for them.

Fortunately, the hunting process is a lot easier than the paragraph above makes it sound. Like my little pal, the grocer, you have an accounts receivable record. I hope you also have a good sales control record. If not, you have in your files the means of creating one. At the very worst, the accounts receivable record enables you to pick out your active customers and arrange them by the volume of their purchases. What ever your source, you can determine the gross profit contribution of each customer by deducting the cost of sales from the net invoices, using standard or actual costs. As a by-product of doing this, you can easily figure out what proportion of your accounts gives you successive 10 per cents (or other fixed proportions) of your sales volume and of your gross profits. If you sell multiple lines with different gross profit percentages, the two may differ considerably.

Cost per Call

Now, depending on what records you have and how you organize them, you can cost out salesman's calls and the paper work necessary to handle orders. As a first step you may come up with a fairly rough pair of figures, say \$15 for the cost of a call on a customer and \$2.50 as the cost of the office work to enter and bill an order and collect the money. If the margin between sales and cost of sales is 40%, to pick a figure, then you lose money on an order taken by a salesman for less than \$43.75. Looking at it another way, you can count up the calls and the invoices on each customer and price them out and subtract from your gross profit. If you do this, it does not take very long to determine whether you have a trading profit or a trading loss on each account.

Of course, that is only a rough guide. It will show you the cutoff point below which you *probably* can say, with my little pal, the grocer, "it doesn't pay us" to solicit or continue this account. It would be a mistake

to assume that this is true, not because of the roughness of the figure but because of the neglect of value judgments. Remember not all buyers attach the same value to your products. To some they are quite essential and to others they are of almost no importance. You may sell half the people who attach high value to them and only one in 20 of those to whom they are very marginal. That makes a great deal of difference. There are people who buy many, many books and there are other people who look at television and never buy books . . . well, almost never. That is value judgment at work.

Before you tell your salesmen to



Ideas for Full Color Dealer Catalog

If faithful reproduction of color is a key part of your sales literature and catalogs you'll be interested in the new dealer catalog just issued by Sloane-Blabon Corp., New York.

Sloane's 1951 catalog contains 160 pages showing in life-like full color all the company's patterns. The catalog is bound in a durable linen-finish cover.

Full pages are devoted to showing close-ups of the details of the patterns. Interspersed are pages showing the patterns as they would appear in typical rooms—kitchen, living room, bedroom, and playroom.

Another section presents a variety of patterns for Sloane's asphalt tile.

lay off calling on certain types or classes of prospects and customers, it will pay you to look into the ratios of customers to prospects, of salesmen's calls on customers to their calls on prospects, and of other controllable factors, by type and size of market

sub-groups. I do not say you will—but you may—find these ratios all over the lot. If you do, then by costing out your accounts with adjusted selling cost figures you will arrive at a quite different idea of what pays and what does not.

You may even find (I have run into instances of this.) that you can not only afford to kick out your unprofitable accounts (though a little more gently than my grocer did) but also some of your profitable accounts, too. That is not as foolish as it sounds. Here is how it works—an actual case without names—in some instances: Your repeat sale on your business as a whole is 50%. Broken down by markets it runs from 10 to 80%. Your ratio of initial sales to bona fide attempts to sell—which rules out purely exploratory contacts—averages 30%. Broken down by markets, too, it runs 10 to 50%. Here you have two sets of differential rates which are parallel in direction.

Customer Turnover

If your objective is a stable volume of 100,000 units a year, on an average basis you retain 50,000 and you must recruit 50,000 new customers. To do this with a 30% closing rate, you must work on 167,000 prospects. This could be bearable and even profitable. However, by taking advantage of differential rates, you could grade up your renewals toward 80,000 and actually get to perhaps 70,000, leaving 30,000 new customers to be recruited each year. By concentrating on the market segments giving you an average closing rate of 40%, you could cut your required number of prospects down to 75,000. Thus, instead of working on a total group of 267,000 to hold a volume of 100,000 new and repeat customers, you could get by with working on a total group of 175,000.

If you can do that, you really can afford to throw out some profitable customers and concentrate on the most lucrative classes of your markets. In order to do that, however, you have to analyze your customers and your markets thoroughly enough to know both profit contributions and the criteria which are associated with value judgments favorable to your products.

Could be, though I doubt it, that that is what the grocer who kissed us off did. It is a good trick and it can be done. It does not cost as much as "relying on the law of averages" and it pays off a lot better. In view of the coming squeeze on profits after taxes, it is worth looking into.

LP-Gas: Rural Sales Are Booming Despite Spread of Electric Lines

Much of the credit for modernization of farms has gone to electricity. Little noted is the fabulous sales growth of liquefied petroleum gas, bringing a whole new range of kitchen and utility products to both rural and urban homes.

One of the most surprising stories of modern American merchandising is now being written in the rural areas of the nation. There is a new evolution taking place on the farms and in smaller cities, towns and suburban communities. Startling in its growth and acceptance, it is what is commonly referred to in the trade as the LP-Gas business (also known as butane, propane, bottled and tank gas). Strangely, organized promotion on a nation-wide basis was started only about a year ago.

Up to then the job of introducing and popularizing the gas was done chiefly by producers and wholesale marketers and by individual dealers who have sprung up, almost entirely in the late '30's and early '40's, by hundreds and thousands, principally beyond the limits of city gas mains. Today more than 7,500,000 families are receiving the service.

Sales Figures

First recorded sales go back only to 1922. That year only 223,000 gallons were sold, mostly for industrial and chemical purposes. There was practically no domestic market. By 1928 the domestic market took 2,600,000 gallons; by 1938, 10 years later, 57,832,000. But come 1948—and domestic users took 1,473,289,000 gallons; last year, 2,143,000 gallons.

Now we come to what well may be a "first" in the merchandising of a single commodity to a specialized market. It is unique because four associations united for a single purpose:

Liquefied Petroleum Gas Association: Comprised of marketers, producers, and manufacturers of appliances and equipment. Peter A. Anderson, Utilities Distributors, Inc., Portland, Me., president. Offices are in Chicago.

Gas Appliance Manufacturers Association: Made up of manufacturers of cooking ranges, heaters, water

heaters, refrigerators and other gas appliances. Frederick O. Hess, Selas Corporation of America, Philadelphia, Wis., president.

National Butane-Propane Association: An organization comprising marketers and, as associate members, manufacturers and producers. Charles Grau, Oneida Gas Co., Rhineland, Wis., president.

Natural Gasoline Association of America: Background producing oil companies that manufacture liquefied petroleum gas. James Pew, Sun Oil Co., Philadelphia, Pa., president.

Define Product

Committee meetings were held and almost at once a problem of terminology was recognized. Liquefied petroleum gas consists predominantly of propane or butane hydrocarbons, or mixtures of both. Both are fractional by-products found in producing and manufacturing oil or natural gas or their products. Propane is especially popular in the North because it flows freely at sub-zero temperatures; butane, heavier, is more widely used in the South.

Different areas, and this to the creation of some confusion, commonly called the product propane, butane, or merely bottled or tank gas. Many looked upon these as separate gases though essentially they are all the same and their uses identical. Several years before the inception of the promotional program, the industry felt the need of an identifying, all-inclusive term that would in effect trademark liquefied petroleum gas; a term that would lend itself to promotion and register in the user's mind.

After whipping the subject around for a time a name was selected. It was "LP-Gas." But here was the rub:

With the advent of the promotional program, it took but the briefest amount of research to learn that



Carefree **AUTOMATIC** Cooking comes to stay
with dependable **LP-GAS**

Makes no difference where you live. LP-GAS goes anywhere... brings the modern way of living to any farm home.

For example, you'll enjoy better cooking with a beautiful new gas range. Instant, automatic controls right at your finger tips. Smokeless heating. Quick, easy cleaning. All this convenience at a cost lower than automatic ranges using other fuels! And weather never interferes with the dependable operation of LP-GAS.

Use LP-GAS, too, for refrigeration, home heating, water heating, clothes drying and incineration. (You may know it better as bottled gas, tank gas, butane, propane, or by a local trade name—they're all Liquefied Petroleum Gas.)

See the latest LP-GAS appliances at your dealer's now.

Beautiful Double Free! Write for your copy of "How to Enjoy Better Living Right Now," an interesting Information Service. Dept. P.R., 11 South LaSalle Street, Chicago 3, Illinois.

Live better...with LP GAS
over 7½ million families already do

GAS-FIRED: This is one of a series of advertisements beamed by LP-Gas industry to farmers. Specialized advertisements are slanted for six basic markets for bottled gas. It's part of the first industry-wide promotion built around the new name for butane and propane gas.

only a small percentage of the public was accustomed to the term, LP-Gas. Evidently here was an educational job to do. If LP-Gas it was, and if LP-Gas it would be—then the term had to be popularized through advertising and publicity. It had to be fixed in the selling language of the industry and, most of all, in that of the dealers who met the public. This, therefore, became one of the early

objectives of the promotional program.

Moreover, it was believed that the public had to be completely informed as to methods of service and supply installations. Each dealer offers one or more of these four:

1. *Bottled*: They deliver steel cylinders filled with LP-Gas to replace those which have been emptied. Ideal installations have two cylinders with an automatic valve to switch from one tank to the others.

2. *Above-ground tanks*: Gas is delivered from a truck into a large tank from which it flows into the user's piping system.

3. *Underground storage tanks*: This system works the same way as with the above-ground tanks. Piping carries the gas from the tank into the home.

4. *Self-service cylinders*: This is LP-Gas, usually in small cylinders, purchased at the dealer's, to be attached to home connections by the buyer.

Slanting Seven Ways

To do a complete over-all job, now well underway since the middle of 1950, it was decided that there had to be seven separate campaigns directed at seven different audiences. These were segregated as follows: (1) farm consumers; (2) small town consumers; (3) suburban consumers; (4) state promotional; (5) influential group campaign; (6) commercial campaign; (7) intra-industry campaign.

For the first four of these audiences the copy approach in the current round of advertisements is almost identical. It is paced by the headline, "Carefree Automatic Cooking Comes to Stay with Dependable LP-Gas." The advertisements emphasize the automatic features of the modern LP-Gas range as well as the speed, cleanliness, dependability and economy that go with it.

The so-called "influential group campaign" goes to publications read by county agents, home demonstration agents, 4-H Club leaders and others who influence buying habits. Copy stresses the theme, "Easier Farming . . . Better Living with Dependable LP-Gas." The commercial campaign points to business-building advantages of LP-Gas heating in tourist courts and resorts.

The intra-industry campaign preaches in the two trade publications, *LP-Gas Magazine* and the *Butane-Propane News*, the desirability for non-members to climb on the band wagon and give their financial support to the program. In the January issues of these magazines many

producer and manufacturer members ran similar advertisements. News stories and editorials provided additional publicity.

Publications used during the first quarter of 1951 are:

For the farm consumer campaign: *Capper's Farmer*, *Country Gentleman*, *Farm Journal*, *Successful Farming*. For the small-town consumer campaign: *Grit*, *Household*, *Pathfinder*. Suburban consumer campaign: *American Home*, *Better Homes and*

are represented in the committee membership. Offices are at 11 South LaSalle St., Chicago.

Direct Mail Promotions

Dealer helps for regular, seasonal and holiday promotions are prepared and made available by the committee. They include direct mail such as a two-color, four-page folder headed, "Surprise the Family. . . Insure Their Comfort. . . Lighten Their Household Cares," with the story of LP-Gas and appliances, and a post card with illustrations of LP-Gas appliances, newspaper mats, etc.

Mailing pieces, envelope stuffers, post cards and similar direct mail all go out with the imprint of the individual dealers. Contributors to the National LP-Gas promotional fund get a 20% discount. These supplies are available from the Beals Advertising Co., Oklahoma City, Okla. Publication advertising is placed by The Buchen Co., Chicago. The committee anticipates an annual advertising and promotional fund of \$500,000 a year or better.

Local dealers and distributors are encouraged to use newspaper space, news releases and radio announcements. Suggested copy is available in a wide variety for general use and special occasions. Another piece is a large poster which can be used for window or wall display.

During the first 12 months of the fund-raising drive 688 members contributed. Of this total, 590 are marketers of LP-Gas (wholesalers, dealers and sub-dealers), 35 are producers and 60 are appliance and equipment manufacturers with three more miscellaneous industry organizations.

It is estimated that the advertising in 48 national, regional and state publications reaches more than 24,500,000 readers in farm, small town and suburban areas.

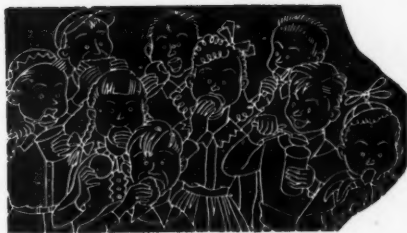
In this fight for business the liquefied petroleum gas industry is doing direct battle with the Titans in the field of electricity. Both electricity and LP-Gas are, in the main, newcomers to the field. The electrical industry figures that it has at its finger tips a take of about \$550,000,000 a year from farm people. Advertising schedules of some of the larger manufacturers of electrical appliances such as ranges, heaters, refrigerators, hard freeze units and so on, run into millions of dollars annually.

"We still are a David girding to battle the Giant," says Robert E. Borden, secretary of the committee, "but give us a little time. We are growing fast. Our market is far from its saturation point. There's a lot of work to do."



Gardens, House Beautiful. State promotional campaign: 30 state and sectional farm, agricultural, homestead and planter publications. Influential group campaign: *Agricultural Leaders' Digest*, *Better Farming Methods*, *National County Agent & Vo-Ag Teacher*, *National 4-H Club News*. Commercial campaign: *Resort Management*, *Tourist Court Guide*.

All phases of the campaign are under the guidance of what is called the "National Committee for LP-Gas Promotion." This is headed by Lee A. Brand, Empire Stove Co., Belleville, Ill., chairman; M. L. Trotter, Carolina Butane Gas Co., Inc., Columbia, S. C.; Robert E. Borden, Chicago, secretary. Many of the nation's best known companies



In New York **Grocery** advertisers
in 1950 **used**
1,469,000 lines

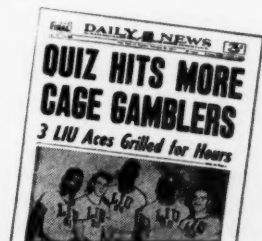
in The News... a quarter of all national
grocery advertising in New York newspapers

FOURTH YEAR exceeding 1,250,000 lines
in this classification

FIFTEENTH consecutive year of leadership
in New York

BECAUSE The News moves more merchandise
and minds, reaches a majority of customers
and retail grocers... at lowest cost

in **one**
newspaper



Advertising Must Sell Now, ANA Meeting Is Told

Despite allocation of some materials, advertisers see 1951 as second best civilian products year—which may even surpass 1950. Full inventories and slackening consumer demand will require large budgets and selling copy.

"Advertising's primary task today is to build up the brand to a point where it will be fully ready to compete in the true era of pre-sold brands that will mark the return of competitive markets," Arthur C. Fatt, executive vice-president of Grey Advertising Agency, told the spring meeting of Association of National Advertisers at Hot Springs, Va.

And Dean G. Rowland Collins of New York University's School of Business emphasized that "now is the time to define the true purpose of advertising and to marshal [its] case even in an economy of shortage."

Other speakers also stressed the need to "sell, sell, sell."

Their statements were borne out by an ANA survey which showed that some 200 of its member companies (SM, April 1) are increasing their budgets in 1951 an average of 10%, and that 98% of them, in whole or in part, are emphasizing straight selling copy.

Theme of the meeting was "Advertising in a Defense Economy."

Mr. Fatt is opposed "in principle to institutional advertising at almost any time," and objections to it "actually gain validity in a period of defense mobilization."

"More and more manufacturers are planning their allocation program in a manner that will put available merchandise to work to make them as strongly competitive as possible when full competition again returns." In the next year or two "we could well experience a large expansion in the supply of consumer goods." And as the Government's demand for goods becomes stabilized, consumers are "likely to be less fearful of increasing shortages."

But Dean Collins also urged advertising executives to evaluate "the changing conditions of materials, labor and market that will characterize the mobilization economy"—among them the tightening of consumer credit.

Manufacturing corporations, said Samuel G. Barton, president of Industrial Surveys Co., should appoint a "vice-president in charge of the consumer franchise," whose job would include:

1. Filling the consumer's needs;
2. Increasing the number of customers, and
- "3. Increasing the loyalty or rate of use of your products."

This vice-president would determine the company's main problem and objective for each product; suggest strategies and techniques necessary to strengthen them; appraise the momentum and vitality of each product; help to select new products, and "establish the criteria for judging advertising and merchandising methods... to accomplish the company objective."

Pinpoint Advertising

Mr. Barton described how Colgate dental cream expanded sales 300% in a relatively short period through a program of widening its loyal but relatively small following. Folger and Hills Brothers coffee brands built up a strong following in new markets, despite "tremendous gains of the major chain private labels."

He presented case histories to show the importance of knowing who a product's consumers are, the reasons why they buy, and then of spotlighting and pinpointing advertising to develop them.

John Goodwillie described the program of Alexander Smith & Sons Carpet Co., through the "Clara Dudley" home decoration shops to pinpoint promotion on logical floor-covering prospects.

Fred B. Manchec, executive vice-president of Batten, Barton, Durstine & Osborn, quoted opinions of executives in many fields, emphasizing "what retailers want from advertisers now." Summarized, they were:

"Advertising: Keep it up even in times of acute product shortages. This advice applies to national, cooperative, and trade paper advertising. Keep the public and trade adequately informed. Stress product service in consumer copy."

"Sales contact: Don't relax your efforts. Sales contact is just as important, if not more so, in a period of shortages and restrictions."

"Price and policy changes: Remember the retailer's problems. Give him as much advance notice as possible."

"Allocations—if necessary: Make sure your plan is just as sound, workable and equitable as you know how to make it."

Manufacturers were urged to "do everything possible to simplify your line."

Mr. Manchec also reported that "retailers want no part of forced tie-in sales." Typical of comments on this problem was one from a drug chain executive: "A number of salesmen who indulged in tie-in sales during World War II have been refused admittance to our buying offices. . . . Emergency periods are the times when the buyer needs to be able to buy what he requires."

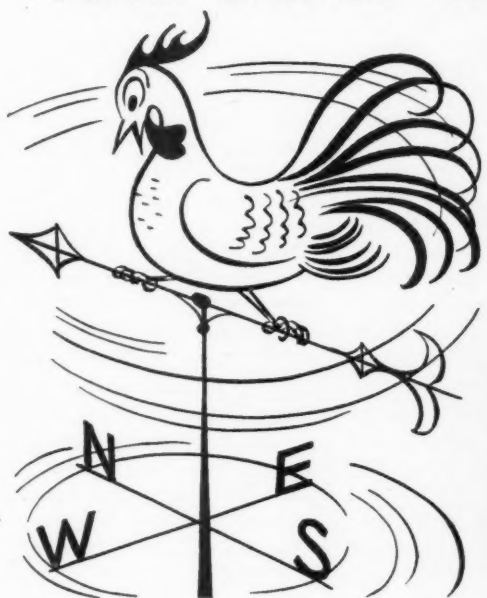
Food, drug, department store and other retailers agreed with Patsy D'Agostino, New York grocer, that "salesmen are even more necessary during emergency periods than during so-called 'normal' periods. . . . By having salesmen call . . . the manufacturer can get the real story of his product over to the trade." And a San Francisco department store executive showed that "the good salesman can keep us informed and help untangle the many problems that arise when merchandise is on allocation."

As for continuance of national advertising during the emergency, a Minneapolis department store executive called this "a must. The success story of today was written in the past by far-sighted individuals who, regardless of money and conditions, promoted and pushed the business."

Mr. Manchec also found that "the preponderance of retailer opinion again favors continuance of cooperative advertising even in a period of product shortage."

"Most retailers," he reported, believe that manufacturers "should not

ARE SALES WINDS CHANGING?



Tough merchandising problems usually accompany a changing economy. Are *you* faced with them today? A test in "Test Town, U.S.A." will help. In the South Bend market you get *typical* consumer reactions to new or changed products. Tests here are accurate and conclusive. One newspaper—and only one—*blankets* this great market. Get the full story. Write for free market data book, entitled "Test Town, U. S. A."

**The
South Bend
Tribune**



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

HIRING SALESMEN?

**Write for a free sample of our
specialized application form**

In evaluating applicants for sales jobs, your company needs detailed information on the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" forms developed from a consensus of opinion

among experts on hiring salesmen. These detailed four-page forms will give you all the basic information you need on each applicant. They have been approved by legal experts as conforming to the New York State anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—

SALES MANAGEMENT

386 Fourth Ave., New York 16, N. Y.

relax your trade paper efforts when the going gets tough." And a drug executive pointed out that "trade papers represent an inexpensive way to cement good dealer-manufacturer relations, explain shortages and allocations, kill rumors, announce price changes and act as a means of communication. . . ."

"Get Out and Sell"

The "ingredients for successful product selling"—today as much as ever, said Carl V. Haecker, merchandising display manager of the RCA Victor Division of RCA, are "aggressive sales planning, aggressive advertising, aggressive window display and aggressive point-of-sale display." But he also urged: "Avoid complacency" and "get out and sell: Selling is everybody's business."

On the other hand, J. Cameron Thomson, president of Northwest Bancorporation, Minneapolis, urged on advertisers their "responsibility to publicize more than the products they sell. No group is better equipped to bring to the public a better understanding of our economy, our society and our political institutions. . . . Of all groups in the nation, business is

probably the least understood by the public, and the least trusted. This is a situation that advertisers can do a great deal to change."

Today, Mr. Thomson pointed out, only about 7% of our national production is being spent for defense purposes. "By the end of this year we will be spending about 18%. Meanwhile, the public will be earning money at an extremely high rate."

The Treasury Department is applying a "rule of reason" on allowable advertising expenditures, said George S. McMillan of Bristol-Myers Co., chairman of the ANA's government relations committee. Probably it will not approve such "advertising" items as participation in horse shows. It will scrutinize carefully advertising expenditures for or against pending legislation, and the next crop of "war baby" advertisers.

The Office of Price Control, he added, has "no power over advertising rates."

Bills to tax advertising were introduced at recent sessions of several state legislatures, but none has been passed.

Among other federal government developments affecting advertising, Mr. McMillan mentioned new poli-

cies of the Federal Trade Commission to settle disputes about advertising without legal formalities; the proposal in two bills before Congress to amend the Criminal Code to apply to advertisers and others who practice fraud by means of radio; the Shepard Bill, under which "it is entirely up to the sponsor—without interference from the originating network or station—to decide whether the program shall be rebroadcast over other stations; several bills affecting television programs and policies," and the Murray and Hagen bills to raise postage rates on postcards, publications and advertising matter.

Robert R. Mathews, assistant advertising director of General Foods Corp. cited "the dividends which can result from public service advertising," in cooperation with the Advertising Council: "First, the believability of advertising generally is enhanced, and secondly, a public relations job is achieved which could not be equaled by the biggest public relation or publicity fund in the country."

Council Aids Defense

In addition to continuing "peacetime" campaigns against forest fires, traffic accidents and for better schools, etc., the Council is helping the Red Cross "build a gigantic blood bank;" is working out two anti-inflation campaigns; is stepping up a nurse recruitment program; will promote "the prestige of the infantry," and has prepared for executive, trade and farm publications a steel scrap campaign.

Several ANA members reported on the advertising materials situation.

Ellsworth Geist of S. D. Warren Co. said that production facilities for both white paper and newsprint are now at record levels, and, except for a few specialized types, paper should be in adequate supply.

"Assuming no all-out war in the next six months," J. S. Doughty of Container Corporation of America foresaw "no real trouble for anyone in getting containers. The waste paper situation for cardboard containers is good." Tin, however, is "very tight"—and the oil and beer industries are being forced to change—but "glass is taking up some of the slack."

Despite shortages of some materials, specifically metal, said William H. Carmichael of Arvey Corp., producers of display materials "will be able to turn out all orders. Deliveries, however, will be at the mills' convenience."

Want wider distribution—quickly?

TWA's

"SKY MERCHANTS"

offer 4-engine, all-cargo service coast to coast every night!

Ship almost anything almost anywhere. Your best markets are only hours away. Call TWA today for rates, schedules, quick pick-up.

*Except Saturday & Sunday

All TWA flights carry Air Mail and Air Cargo

TWA
TRANS WORLD AIRLINES
U.S.A. • EUROPE • AFRICA • ASIA

Seymour Mintz of Admiral Corp. noted that television production in the first quarter of 1951 was 1,500,000 sets and that the industry is now selling as many as in the first quarter of 1950. For the full year he expected TV output to be five million, as against 7,500,000 for the year 1950.

After a radio and TV session, Paul West, ANA president, issued a statement saying that the association's study of "Radio Time Values" is not "an attempt on the part of buyers to knock down radio rates." Rather he emphasized, it is "a determined and we believe an intelligent effort to help get some long needed basic facts to enable all of us to better evaluate the medium."

The study and a recently issued supplement are concerned with declining radio listenership in TV markets.

TV Sells Goods

As for TV's effectiveness as an advertising medium, Samuel G. Barton of Industrial Surveys cited case histories of a drug product the consumption of which in TV homes more than doubled in one year after a TV show for it started, and of a food product the consumption of which in TV homes is now four times as large as the average for all homes in its distribution areas.

Don L. Kearney of the Katz Agency presented current examples and costs of TV film commercials. He reported findings of the Daniel Starch Organization to the effect that "attention-getting devices *per se* add little or nothing to the selling effectiveness of TV commercials. In general the best liked commercials . . . are low on the effectiveness scale. The best selling commercials usually have a pattern of above average like, a substantial dislike, and little or no neutrality."

Most advertisers who are using daytime TV, said James E. Hanna, vice-president for radio and TV of N. W. Ayer & Son, justify "the higher cost per thousand by the greater commercial impact." Whereas the "average radio program was doing fairly well if 40% of the audience could correctly identify the sponsor" and even such a long-established show as Lux Radio Theater rarely got higher than "60 to 70%." National Dairy's new Saturday noon Sealtest Big Top on CBS had "a correct sponsor identification of 85%" at the end of its first four weeks.

Of 46 industrial advertisers who

replied in a survey on "changes in media selection during periods of product shortage," H. T. Rowe of International Business Machines told an industrial session, 22 reported no changes and 24 reported changes.

The former group explained that they "wanted to continue to expand and develop markets despite short supply, and to keep the company name and product before the public." Mr. Rowe pointed out. A few indicated that, "if they made changes, they might switch from trade papers to general business papers; that any changes would be to secure better coverage of prospects, or to give concentration in high priority markets."

Of those reporting changes already made, nine added media—to extend trade paper campaigns; to obtain coverage in new potential markets; to broaden scope of existing business executive publication advertising; to reach industrial and consumer audiences, or to develop "special fields."

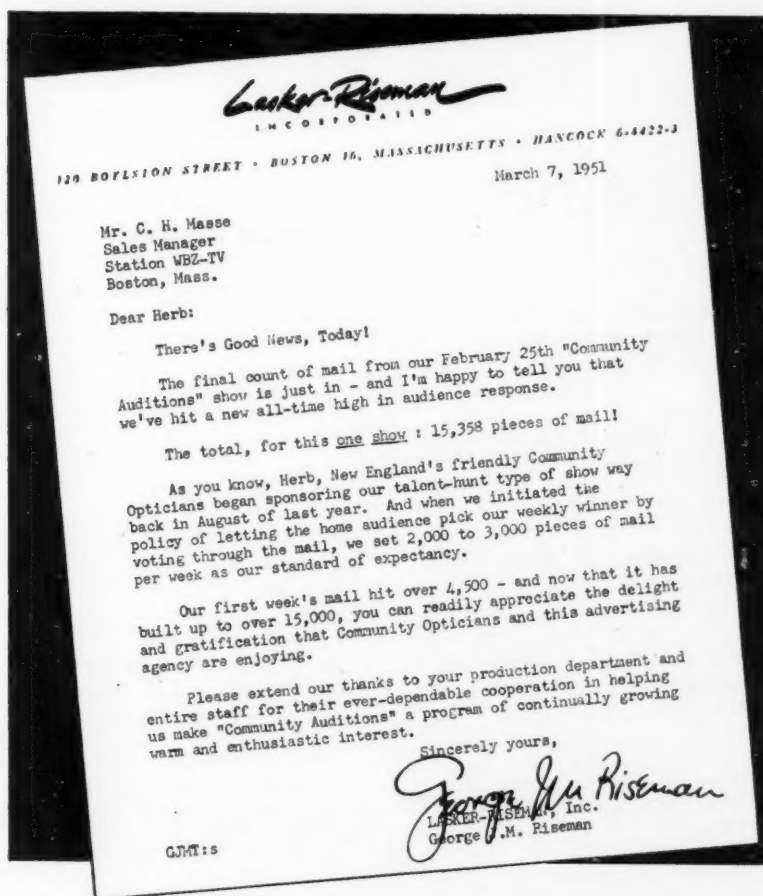
Fourteen companies said "product shortages resulted in reduced frequency of insertion or in the number of publications," Mr. Rowe explained, "but half of these considered the adjustments minor."

Budget changes range from 20% more to 20% less.

Some Copy Changes

Major copy changes include eliminating inquiry-pulling ads; switching to institutional copy; "more educational copy, explaining shortages and telling customers how to use the product more effectively, and adopting layouts with distinctive recognition features," to promote more than one product in the same general format.

M. J. Hooker of Dow Chemical Co. spoke in favor of few changes in media, and R. D. Mossman of Jones & Laughlin Steel Corp. in favor of drastic changes.



From agency after agency come the most complimentary statements about

WESTINGHOUSE

WBZ-TV Boston

CHANNEL 4

REPRESENTED BY NBC SPOT SALES

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

229—Sales Leap 51% When Homasote Offers Incentive for More Calls, by F. Vaux Wilson, Jr. (Price 10c)

228—Appraisals for Salesmen: They Help to Lift The Batting Average; and Bonus Tied to Merit-Rating Adds Incentive to Industrial Pay Plan. (Price 50c)

227—227 Reasons for Continued Selling—Even though there's nothing to sell. (Price 10c)

226—When — And Why — Customers Mistrust Salesmen, by Dr. Donald A. Laird. (Price 5c)

225—What Air Reduction Is Doing to Increase Effective Selling Time. (Price 10c)

224—Market Research: The Coming "Must" in Industrial Selling, by Terry Armstrong. (Price 10c)

223—Hickok Tests Multiple Management and Finds It Sound, by A. R. Hahn. (Price 25c)

221—A Portfolio of Sales Control Forms. (Price 50c)

220—The Vital Spark in Effective Selling: Creative Thinking, by Alex F. Osborn. (Price 5c)

219—Don't Hire a Salesman—Hire a Man & Wife Team, by Robert F. Browne. (Price 10c)

218—Basic Reference Sources in the Field of Sales & Advertising. (Price 25c)

217—How to Keep Sales Bulletins Out of Hotel Waste Baskets, by Herbert W. Green. (Price 10c)

216—When the Dealer Says "I'm All Stocked Up," by W. C. Dorr. (Price 10c)

215—A Time-Saver List of Sources for Maps for Sales Executives. (Price 50c)

MARKETS

222—Experts Pick Best Test Markets by Regions and 5 Population Groups (1950). (Price 25c)

207—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 35c)

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (1947) (Price 25c)

152—Where To Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

MANPOWER PROBLEMS

214—What Does It Cost to Operate A Salesman's Car Today? by R. E. Runzheimer. (Price 25c)

213—Cost of Keeping Salesmen in the Field Rises 12-13% Since 1947. (Price 10c)

209—Our Salesmen Can Design Tools, But They Sell Profits, Not Machines. (Price 10c)

208—Trouble Spots in Sales: How We Localize and Cure Them, by Sumner J. Robinson. (Price 25c)

205—When You're on the Blacklist Because You've Botched a Sale, by Harry G. Swift. (Price 10c)

204—Ten Major Reasons Why Salesmen Fail, by Burton Bigelow. (Price 10c)

199—Ten Lessons in Speech Training For Executives and Salesmen, by Dr. James F. Bender. (Price 35c)

198—Sales Force Teamwork: How Can You Inspire It? by Eugene B. Mapel. (Price 5c)

197—Death of Many Salesmen, by James S. Arnold. (Price 10c)

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 25c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How to Compute Salesmen's Auto Allowances in 42 Areas, by R. E. Runzheimer. (Price 25c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

Eight Types of Sales Prospects . . . and how to handle them. (Price 10c)

Look Who's Buying Comics Now!, by Etna M. Kelley. (Price 25c)

How to Buy Advertising for 47 Cents on the Dollar, by Philip Salisbury. (Price 10c)

Adventures in Shopping. (First and second of series of articles.) (Price 25c)

Adventures in Shopping. (Third and fourth of series of articles.) (Price 25c)

A Training Expert Has His Say In the "War of Words," by David R. Osborne. (Price 5c)

When Dealers Ask Salesmen, "How Do Your Ads Pay Off for Me?" by Alexander Klein and Morris I. Pickus. (Price 10c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6. . . . More than 12, 50c each.

Can Your Product Package Pass This 6-Point Test?

BY J. F. NABKEY

Packaging Development Manager, American Home Foods, Inc.

The problems of package size, material, color, convenience, channels of distribution, and customer appeal are basic concerns of sales management. Too often "pretty" packages are wasteful and unsound from a marketing viewpoint.

Many times, after an agreement that a line of packages should be modernized has been reached by management, sales and advertising, the areas of influence each will occupy becomes a three-way tug o'war with sales management winding up with the short end of the rope.

It is obvious that sales, management and advertising make important contributions to package design, but the determination of the areas where their contributions are the most valid have not been clearly defined.

What place in the package design picture should sales management occupy and how much influence should sales management exert over the design of the products it is to sell?

Generally, a package design is influenced by these factors: size, materials, colors, convenience, channels of distribution, place of sale and customer appeal with each factor modifying the other. Each of these factors is of vital concern to sales management. It is this group's responsibility to make certain each factor is actively considered from the sales viewpoint and projected into the final package design.

To explore this further, consider sales management's influence with regard to each design factor.

Size: Obviously the package contents determine the *general* surface area, but sales management should help to determine the *shape* of the package. Such merchandising considerations as which shape will give the best display (vertical, oblong, round or square) and whether the package is normally displayed on the shelf, on counters, in racks and in service or self-service operations should be given.

Too, the sales group is in an excellent position to determine the size

of the retail unit with regard to family size trends. Whereas a slab of bacon had been an important unit of sale, today sliced bacon is packaged in $\frac{1}{2}$ -lb. and 1-lb. units. The same is true of some canned goods. In the past, the Number 2 can was believed to be the ideal family size. Competitive, economic and family size pressure has opened the door for increased sale of the 303 can and the "buffet" size unit.

Materials: Some packaging materials are delightful to see and to feel, but lack the stamina needed for even normal handling. If the product is one which is handled by retail salesmen more than once before sales are consummated, or by the consumer if the package contents are used on a piece-meal basis, then delicate labels, wrappers and containers would not be used.

"Enthusiasm is a combination of energy and emotion. It is intense emotion which produces a deep impression on customers and arouses their interest. It is easier for a buyer to listen to enthusiastic salesmen than to think of other things."

"Successful Salesmanship"
by Paul W. Ivey

There are exceptions of course. For some products the consumer psychologically associates and expects the

most delicate of packaging materials.

The sales department is the management group closest to the retail level. Its observations of the results of good versus bad packaging materials are of the utmost importance. If the trade is forced to return merchandise because of damage resulting from normal handling or because of the nature of the product, the sales group is the first to know of it.

Colors: While it may be argued that the colors to be used in the design of a package are strictly in the province of the designer and possibly a color consultant, this is not necessarily true.

For one thing, research has pointed out that certain colors are many times associated with brand names. With color as much a factor of identification as the brand name, sales management may feel that any new designs should continue this color and brand association; that is, provided the product has reasonable consumer acceptance and that any carry-over of the old design will not have distasteful connotations.

Some colors, while pleasant to the eye, become stained by dust and vapor when displayed for some time. Again, the sales department can extend field observations on these points.

Convenience: Convenience packaging, if determined by the consumers' needs, may force a design of a bizarre nature. While consumers' desires always should be considered, such merchandising factors as how well the merchandise stacks, where it will be displayed and importance of brand identification should be modifying factors. The sales group is ever alert to the merchandising aspects of packaging.

Convenience packaging extends as well to the shipping container. Strong brand and product identification on shipping cases, as every field sales group well knows, is important for stock rotation and warehousing. Poorly-identified shipping cases are often lost in the shuffle, placing an unneeded burden on the salesmen's and tradesmen's shoulders when their

SPOTLIGHT ON



SALES MANAGEMENT

I N WASHINGTON

The influence of Washington, and of the people who make decisions there, will surely be one of the most important single factors in U. S. business planning during 1951 and for the duration of the national emergency.

In the light of this fact, it is especially important to remember that:

TIME is the favorite magazine of top Washington officials.

(Evidence on request)

Advertising Offices:

NEW YORK • CHICAGO • BOSTON • PHILADELPHIA • CLEVELAND • DETROIT
ST LOUIS • SAN FRANCISCO • ATLANTA • TORONTO • MONTREAL • LONDON



APRIL 15, 1951



"... And Do Everything to Keep Your Customers Happy Except Arrange R.F.C. Loans!"

duties include the policing of inventories.

Such questions as, "Should we pack in dozens, 24's, 48's, etc.?" are definitely sales problems. While it is possible to reduce the unit sale price by using large shipping units, the retail rate of sale and retail shelf and warehouse inventory problems are the main considerations.

It is not unusual for small retailers to refuse products which force them to carry an inventory far inflated beyond the normal rate of sale. Conversely, products shipped in dozens when 48's would be more feasible meet the ire of large retailers who find their handling costs increased. The sales group is best equipped to determine which multiple shipping unit serves best its customers.

Channels of Distribution: The type of outlet is a major factor in package design. The characteristics of the distributive outlet should determine whether the package design should be ethically sterile in merchandising factors or hardselling with good taste the only restricting factor.

The sales group, in the role of the

active observer, is usually aware of merchandising trends. Previously, in the food, drug and variety store fields, merchandise was seldom openly displayed. Packaging reflected its surroundings. Packages did not need to sell themselves but depended on the services of a retail salesman. However, as the self-service and mass display trend developed, sales management was one of the first groups to measure this trend and to direct package changes to overcome the loss of selling pressure by retail salesmen.

Customer Appeal: The most elusive factor of package design is customer appeal. Paradoxically, many poorly packaged and designed products are leading sellers, whereas the most attractively designed package may be a shelf warmer. The differences lie in the quality of product and promotional policies. Certainly, a "good" product, attractively packaged and soundly promoted, has everything in its favor. However, leading products of good quality and sound promotion, but lacking an appealing package, are missing their real potential.

The first measurable effect of package design is the market place. When a new package, *fully equipped to do a selling job*, is presented to the trade, favorable reaction is usually forthcoming. This reaction is convertible as a wedge for more shelf space, special selling effort by the retailer and other important merchandising concessions.

Logically, this reaction extends into the actual mechanics of a sale. The sales group should insist that the package contain sales messages which aid the retail salesman in his sales talk; or, if the package must stand on its own selling legs, display design and copy of a nature to convert viewers into buyers.

Leave No Doubt

While the actual design and copy to be placed on a package is the work of design specialists and copywriters, the sales group should maintain a critical eye to make certain that the design enhances the product, leaving no doubt as to the package's contents and its identification. Too often, many optically sound designs obscure the identification of the package contents and its brand. The customer first wants to know what's in the package and then who makes it. All considerations are secondary.

In summary, it is easily visualized that sales management's area of influence on package design generally encompasses every design factor. The sales group should act in a consultant capacity in any design project. However, after the packaging policies have been established, the designer, copywriter, research man and package engineer should be left unencumbered to achieve the ends of these policies.

"Lost Sales Are Prospect Source. Because everybody likes good sportsmanship, the 'good loser'—who fails after doing his best—has a fertile source of prospects in his lost sales."

**"Salesmanship for Today
for Sales Managers of Tomorrow"
by David R. Osborne**

The Retail Clerk: Once Again He Spits in the Customer's Eye

BY JAMES C. CUMMING

Vice-President, Anderson & Cairns, Inc.

Even though few real scarcities have yet developed, quality of salesmanship at the retail level has plummeted to an alarming low. Attitudes are shocking. Indifference is rife. An inquiry is an imposition. What can you do about it?

No matter what you may have done in the past to train the retail salespeople who sell your products, conditions today are so alarming that you should take a new look at your entire program and, if necessary, start again from scratch.

A recent survey by Willmark Service System, an organization employed by the management of many retail stores to check the efficiency of their salespeople, proves the existence of a situation you must have already suspected. The selling efficiency of the retail salespeople on whom you depend to place your goods in the hands of consumers is at a **dangerously low level**.

"Study of the field reports," said Maxwell I. Schultz, Willmark's executive vice president, "leads to the same conclusions reached in 1949 and 1948. Our survey definitely bears out the fact that, as salespeople move through the individual sales transactions from passive to creative phases they continue to become progressively less efficient. Only this year, the pace of retrogression is more exaggerated than last year."

The cause of this breakdown of sales standards is, of course, obvious. "The general unrest brought about by the fighting in Korea and the rapidly expanding military preparations of this nation," Mr. Schultz pointed out, "coupled with an epidemic of scare buying to beat higher prices, or to acquire merchandise in which a scarcity may develop, is straining the patience and tempers of consumers and salespersons alike."

"With customers on a buying spree, little effort is needed to make sales. Less salesmanship is required to run up a good book. Many salespeople, under such conditions, tend to

settle down to the status of change-makers and ordertakers. Little attention is given to the creative phases of selling, now almost a lost art, and many potentially new or higher sales are lost. Harassed salespersons, struggling with haggling customers, become disinterested in satisfying those customers."

In the survey, with 100 as par, department stores and specialty stores rated 78.3 in 1950, down 4.4 points from their top position of 82.7 in 1949.

Food stores had a rating of 79.4. This was slightly below their 1949 rating, but the effectiveness of super market selling methods shows up in the fact that the food stores stood first in sales efficiency.

The Worst Showing

In third place were the men's wear stores, with a sales efficiency of 76.2. Drug stores, with 76% efficiency were fourth, and variety stores came in fifth with 75.9.

The worst showing of all was made by the miscellaneous stores classified outside the major groups. Here selling efficiency came down to 66.6 from 72.2 in 1949.

Here are the details of the Willmark surveys covering department and specialty stores, men's wear stores and variety stores. (See tables, p. 114.)

It is obvious that these reports were not prepared for manufacturers, but for retailers. They do not cover such categories as knowledge of their merchandise, in which you, as a manufacturer, would be very much interested. But they do cover "Compliance with Store System," which to you is strictly academic.

There are, however, important common denominators in the Willmark reports that should be of intense interest to anyone whose products are sold over retail counters. There are the matters of "Securing Attention" and "Establishing Interest," for example. Then there's "Creating Desire," "Trading Up," "Suggestion Selling," and "Effort to Increase Sales." All of these categories involve knowledge of the merchandise and the urge to use that knowledge constructively.

Right here we may as well make this point clear and definite. **Getting information about your product into the hands of salespeople and consumers is your problem.** You can say that it's the problem of your retailers. If you do you'll be passing the buck—and you'll also be dangerously unrealistic. Little or nothing will be done about it unless you recognize and accept it as **your problem**.

Since it's your problem, what can you do about it? You should take a completely fresh and honest look right now at what you are doing to educate the salespeople who sell your products. Do you really do anything consistent about educating them, or do you just take it for granted that they'll know as much about your products as you do—**by intuition?**

For a consistent program of sales personnel education you should be using at least one, and possibly all, of these media:

1. **A basic training manual** should be the keystone of your educational program. It should be simple, and should be written from the salesperson's point of view. By that we mean that you should actually put into the salesperson's mouth selling sentences about your product; don't leave it to her to translate your selling points into the proper phrases. Make the manual small, so it can be carried conveniently in handbag, pocket, or in the back of a salesbook. And be sure to keep it up to date. New editions should be brought out every six months.

Good examples of such training

WHERE RETAIL SELLING IS WEAK AND STRONG

Selling Standards in Department and Specialty Stores

	1948	1949	1950
*Selling Quotient	80.2	82.7	78.3
Approach to Customer	90.7	80.5	80.2
Securing Attention	99.1	99.4	98.1
Establishing Interest	94.7	89.1	86.5
Creating Desire	78.8	94.6	87.4
Trading Up	53.1	68.0	66.4
Suggestion Selling	21.0	19.0	16.9
Effort to Increase Sales	—	—	—
Appearance of Salesperson	99.5	98.1	99.4
Compliance with Store System	95.8	95.4	90.8
Closing of Sale	94.6	78.0	76.2

*A summary of approximately 10 phases, depending on type of store, upon which selling performance can be judged. Par for performance is 100. Any grade below 100 indicates the extent of laxity on the part of the salesperson or management.

Selling Standards in Men's Wear Stores

	1948	1949	1950
Selling Quotient	76.8	76.4	76.2
Approach to Customer	87.6	86.2	84.8
Securing Attention	97.1	80.0	80.0
Establishing Interest	91.0	92.2	90.6
Creating Desire	72.3	83.0	72.1
Trading Up	48.2	71.0	59.8
Suggestion Selling	15.7	21.6	18.5
Effort to Increase Sales	—	—	—
Appearance of Salesperson	98.1	99.8	99.0
Compliance with Store System	90.6	72.0	74.2
Closing of Sale	91.2	82.0	79.1

Selling Standards in Variety Stores

	1948	1949	1950
Selling Quotient	61.7	76.2	75.9
Approach to Customer	60.2	88.1	87.8
Securing Attention	65.8	92.0	85.4
Establishing Interest	78.6	99.0	79.2
Creating Desire	—	—	—
Trading Up	—	—	—
Suggestion Selling	—	—	—
Effort to Increase Sales	3.4	16.0	14.8
Appearance of Salesperson	85.3	98.6	99.2
Compliance with Store System	80.0	94.2	91.3
Closing of Sale	58.7	46.0	50.8

manuals are those done by Rosedale Hosiery Mills on stockings, and by Simtex Mills on flannelette.

2. **Bulletins** following up on the training manual should be sent out regularly—at least once a month. Keep in mind that personnel turnover in retail stores is very rapid, and that the girls who read your training manual when it first came out may no longer be in the store. Your bulletins of new information will help to keep new salesgirls informed. By referring in your bulletins to your training manual, you'll get the new girls to ask for it in the store or write to you for copies.

3. **A house magazine** for retail salespeople is the next step above a bulletin. Actually it may be simply a series of bulletins under a single masthead and published at regular and frequent intervals. The way to make such a house magazine interesting is to let salespeople talk to salespeople. You can do this by getting stories of good selling examples which can be secured through personal contact or through contests. Salespeople like to read about what other salespeople are doing, and you'll edit a successful house publication if you put in as many such stories as possible.

4. **Business paper advertising** will be read by the buyer, and if you include in it a message that's important to the salespeople he'll pass it along. Unfortunately, the publications edited especially for salespeople have never been successful, but a few business papers are read regularly by the people on the selling floor. To be sure, however, you can send reprints of your trade advertising directly to the salespeople. One way to do this is to include them in your house magazine.

5. **Films and slides** for use in training meetings are expensive, but they are so very productive that they are more than worth their cost. The advantages of using films for thorough education where time is limited was underscored in the military training programs of World War II.

The best way to use a training film is to have your own house salesmen set up meetings of store salespeople at which they will show the film. This gives them a chance to answer questions and to add a personal touch to the film's showing. If this is impossible, you can route your film from store to store and depend on the buyer, manager or department head to use it to good advantage.

6. **Meetings conducted by your representatives**, regardless of whether or not they use films, are probably

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"It was love at first sight when she saw the Pablum baby."

"PICK-ME-UP" APPEAL stands out in this floor display of Pablum Oatmeal and Pablum Mixed Cereal. Extra traffic-stopping power is added by the box toppers highlighting the "easy-pouring" spout. Pablum Rice and Pablum Barley Cereal are two more featured products which satisfy baby's changing taste. A giant set-up combination box display (not shown) of Pablum Oatmeal and Pablum Mixed Cereal completes Pablum's in-store promotion. Merchandisers like these, created and produced by Forbes for the makers of Pablum, Mead Johnson & Co., in conjunction with their agency, C. J. LaRoche & Co., Inc., keeps Pablum in the most profitable place — where the customer can't miss it.



You, too, can get more merchandising impact for your money, thanks to the Facts from Forbes . . . facts gathered by long experience and continuous studies of the effectiveness of printed merchandising in all fields. Unique facilities in lithography, letterpress, web gravure and die-stamping — all under one roof and one management control — combined with Forbes know-how can handle your job whether it be a long or short run, creation plus production or production only. To get the Facts from Forbes, call the Man from Forbes!



FORBES LITHOGRAPH CO.

NEW YORK • CLEVELAND • BOSTON • CHICAGO • ROCHESTER

Delivers Merchandising Impact

the best of all training devices. The only stores in which I ever heard serious criticism of manufacturer's training films were in Newark, N.J., where the stores are so close to the New York market that manufacturers can afford to send not only their salesmen but their designers and other key people to conduct meetings. The stores find these to be highly educational and inspiring.

But you can't expect to have successful meetings of salespeople just by telling your salesmen to conduct meetings as often as possible. You must give them a complete program,

listing the points they are to get across at each meeting and showing them how to get them across. These meetings are, in addition to being good places to show your films, excellent devices for distributing training manuals and bulletins, and for getting names and home addresses for the mailing of house publications.

With the attitude of the salespeople what it has been shown to be in the Willmark reports is all this training effort really worth while?

It certainly is unless you are going to sit back apathetically and let nature take its course. For you might as well face it—the more lackadaisical the salespeople are, the more *you* must work to prod them and train them to wake up and sell at least your products, if no others, with some degree of knowledge and intelligence. If you try to educate them, they at least won't do any worse!

But today you can't afford to stop with an attempt to train the salespeople. As our rearmament program progresses the retail personnel situation is sure to get worse, rather than better. Therefore in addition to doing what you can do to train your salespeople, you should also do everything possible to go around the salespeople and take the selling points of your products direct to the consumers. Here are four ways to do that:

1. Good Packaging is important. It always is. But when you consider your packaging be careful not to stop with thinking about effective package design and arresting colors. Does your package carry the selling message about your product that will close the sale even if the flesh-and-blood salesperson doesn't say a word? Put the story on your package and give the customer a chance to sell himself.

2. Informative tags should be used wherever possible, and they should do more than just inform. They should sell.

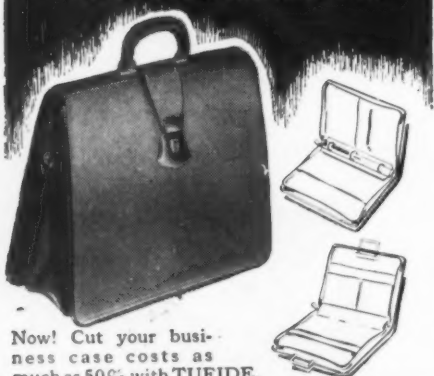
A few months ago a friend of ours was looking at men's suits at B. Altman & Co., New York City. The salesman was apathetic, to say the least, and our friend was on the point of leaving when he saw a fabric that looked interesting. He noticed that the make of the suit was not what he was looking for, and again the sale was almost lost. Then he picked up a booklet tag attached to the suit. It described in detail all the extra points of fine tailoring that were built into that suit. It gave him just the kind of talk he should have had from the salesman who was yawning beside him. So he tried the suit on, and bought it. What about your tags? Will they do as well?

3. Self-selling displays are gaining in popularity with big and small stores as more and more of them follow the trend toward a super market type of merchandising. This trend will be accelerated as the personnel shortage becomes more acute. Is it possible to make *your* product self-selling? What displays should you offer your retailers to complete the operation?

4. Use your consumer advertising to hammer down your products' selling points. There was a time when the object of your advertising was to get prospects to come into your dealers' stores, where the sale would be closed. Today, it's almost essential that you close the sale right in the advertisement, or that you back the advertisement with a thorough promotional effort that involves the retailer and his salespeople.

It all boils down to one important fact of the times in which we are living: The retail salesperson today is too weak a crutch to lean upon. Strengthen him all you can, and at the same time do all you can to get so strong yourself that you'll need him only to hand your product to the consumer and press the right key on the cash register.

Save Up To 50% With Amazing New TUFIDE Business Cases *Guaranteed* ... To Last 5 Years ... To Outwear Leather 5 to 1



Now! Cut your business case costs as much as 50% with TUFIDE, the most durable business case ever made. Amazing new TUFIDE looks like leather ... feels like leather ... yet outwears leather 5 to 1 by actual U. S. Testing Co. test! TUFIDE is Unconditionally Guaranteed For 5 Years! Scratch-proof, scuff-proof, weather-proof.

Famous Companies Prove Tufide Superiority!

Almost a million TUFIDE cases are in use today, many by America's leading business concerns:

Allis Chalmers Co.	General Motors, Oldsmobile
Telechron Co.	White Sewing Machine Co.
B. F. Goodrich Co.	Sprague-Warner Corp.
Acme Steel Corp.	Real-Silk

A Case for Every Need!

There's a TUFIDE stock case to meet every business need—many are specially designed and made to order. See TUFIDE at your dealer today.

Priced From
\$5.00
up

WRITE FOR FREE FACTS ON TUFIDE!

STEBCO PRODUCTS, Dept. A-19
1401 W. Jackson Blvd., Chicago 7, Ill.

Please send me FREE facts on TUFIDE Business Cases, without obligation.

Name _____

Company Name _____

Company Address _____

City _____ Zone _____ State _____

Coming . . .

Adventures in Shopping

The next instalment of the battle of the brands at retail will give you intimate close-ups of what retail salespeople said—or failed to say—about such famous brands as:

- Gillette blades
- Silver Star blades
- Cameo Curtains
- Eastman Kodaks
- Schick electric razors
- Ronson lighters
- Thayer baby carriages
- Storkline baby carriages

See
SALES MANAGEMENT, May 1

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Marketing Research. By Ernest S. Bradford. Published by McGraw-Hill Book Company. Price, \$5.00.

Dr. Bradford, of the Department of Marketing, School of Business, Manhattan College, is the former director of the Bureau of Business Research, College of the City of New York. He's written a simple, readable book which discusses principles and procedures used in successful marketing research. Author Bradford assumes that you're coming cold on the vast field of market research. He explains terminology, the nature of marketing research, situation analysis and sampling. He's even included a chapter on graphs as research tools.

Sources Information for Sales Executives and Specialists in Marketing. Prepared by the Sub-Committee on the Teaching of Sales Management, American Marketing Association, in cooperation with National Sales Executives. Published by National Sales Executives, The Shelton, New York, 17, N.Y. Price, \$1.00.

Here's a bibliography for sales executives listing 497 of the best books, pamphlets and articles on selling and distribution. Pocket-size, the book is the result of 18 months of research. It covers all subjects pertaining to problems which the sales executive faces.

Television Programming and Production. By Richard Hubbell. Published by Rinehart & Co., Inc. Price, \$4.50.

This is the second and enlarged edition of Mr. Hubbell's authoritative study on the basic theories and techniques of modern program production—a book used in many schools of television. The book is heavily illustrated, tells, among other things, how a program is produced and directed. The shooting script of a new television play is included in the appendix.

Business Practices Under Federal Antitrust Laws. 1951 Symposium. Published by Commerce Clearing House, Inc., 214 N. Michigan Ave., Chicago, 1. Price, \$2.00.

This booklet encompasses proceedings of the third annual meeting, Section on Antitrust Law, New York Bar Association, held during the first part of 1951. Since new statutes, new judicial and administrative interpretations in the field of antitrust law necessitate changes in business practices, the book should be helpful to businessmen in reviewing pricing policies, selling methods, corporate affiliations and trade association rights. Various sections of the book are contributions of prominent counselors at law.

Prominent Users of Strathmore Letterhead Papers: No. 93 of a Series



Towle craftsman at work fashioning the original designer's model of a solid silver fork for a new pattern.

TOWLE MANUFACTURING COMPANY SILVERSMITHS
NEWPORT, MASSACHUSETTS

CRAFTSMANSHIP *makes fine silver*
...and quality paper

The craftsmanship heritage of Towle comes from two and one-half centuries of silversmithing that started about 1690 with the Moulton family. It was in 1857 that the first Towle took over the business, in partnership with another Moulton apprentice, W. P. Jones. In 1882 the firm name was changed to Towle Manufacturing Company and it is under this name that the fine old traditions of silver manufacturing are being carried on today.

Such a heritage places upon a company the obligation to keep everything that bears its name in line with its rich tradition...whether it be a piece of sterling silver, or its letterhead.

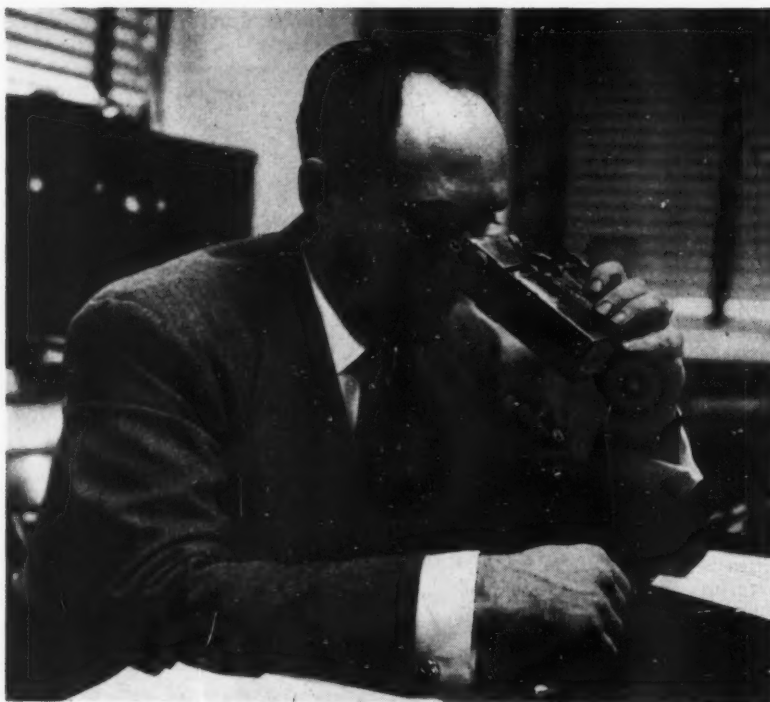
In its new letterhead design Towle has embodied a modern simplicity that, at the same time, has a distinct feeling of traditional quality. It is this *quality* that is inherent in Strathmore's fine letterhead papers...that makes Strathmore the choice of companies, like Towle, who realize its importance.

When tradition counts...when your company wants its letterhead to carry a silent message of quality...use the look, the feel, the texture of Strathmore expressive letterhead papers to express "quality" for you. Ask your letterhead supplier to show you proofs of your present letterhead, or to submit new designs on Strathmore papers. You'll see for yourself what a difference quality paper can make.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE **MAKERS**
OF FINE
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts



Henry W. Taves, sales manager, saw the glamor appeal . . .

A modern adaptation of the Mauve Decade stereopticon is turning out to be a productive sales device for Belding-Corticelli, Inc.

INTEREST CHART

	Superior	Very Good	Fair	No Good
1. Initial interest expressed in viewers by customers	50%	35%	14%	1%
2. Amount of assistance offered by viewers in enabling you to open a sample case and make presentation of line	60	33	5	2
3. Buyers' reactions upon viewing slides	40	42	14	4
4. Buyers' sustained interest in going through all the slides	47	41	10	2
5. 3-Dimensional Viewer's ability to help you increase amount of sales	38	51	6	5
6. Your own impression of its long-lasting merits	74	20	5	1

His salesmen report customers thought this about the idea.

Why Belding Says it with Color Slides

The salesman who walks into the buyer's office burdened with a bulky sample case has two strikes against him, and knows it. Belding-Corticelli has found a way to get around that hurdle, a way to enable a salesman to enter the buyer's office sure of a warm welcome. What's more, the method has resulted in substantial sales increases.

The plan is simple. Instead of carrying cumbersome samples, black-and-white photographs and literature, Belding salesmen now carry compact cases containing transparencies and viewers.

The transparencies are Kodachromes which portray, in true color and with 3-dimensional effect, the fit and style of garments (mainly lin-

gerie), the texture of fabrics, the grain and polish and good lines of the sales cabinets offered by the company to customers. The program has been in effect for about four months and has worked so well that it will be expanded, both by the addition of new color slides for additional items in the line, and by extending the development into a kind of loan

BBDO Newsletter

BATTEN, BARTON, DURSTINE & OSBORN, Inc.
Advertising

NEW YORK • BOSTON • BUFFALO • PITTSBURGH • CLEVELAND • DETROIT
CHICAGO • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES



HIGH NOTE

THE JACK BENNY Program consistently ranks among the three most popular shows on radio (Sundays, CBS). When transferred to television, "Love in Bloom" is equally sweet music for American Tobacco Company and Lucky Strike cigarettes. An 18-city survey during Benny's January telecast showed that of television sets in use at the time nearly 80 per cent were tuned to the Benny show.



BIG ASSETS

"ONE OF THE BEST things about the United States is that it is big," says this advertisement prepared for Standard Oil Company (Indiana) by BBDO Chicago. One of the best things about Standard Oil advertising—and that of other big businesses BBDO serves—is that it frankly describes big business as one of the most important reasons for our nation's strength.



WATCH HAMILTON

TWO DEVICES expected to increase thoroughness of reading are incorporated in the new Hamilton Watch Company series starting in the Post this month. The copy in the full-color page is broken into interesting short takes; elsewhere in the issue there is a small "semaphore ad" which simulates an editorial quiz...and flags readers' attention to the main ad for the answers.



LIFE SAVER

WHEN DEATHS on Massachusetts highways over the Christmas week end skyrocketed to 20, Liberty Mutual Insurance Company decided to do something about it at New Year's. This advertisement was prepared by BBDO Boston. Editorial material for newspapers, radio and TV stations was also distributed throughout the state. Traffic deaths dropped to two for the three-day week end.

library service for department stores.

When Henry W. Taves, sales and merchandise manager of the company's Retail Division, thought of this method of enabling salesmen to show their lines, with appeal and glamor—and little bulk—the only obstacle seemed that of expense. But that problem yielded to management and planning. The proof is the fact that the cost of each slide averages about 41c, as against the \$1.50 to \$2 of early estimates.

Reverting to the thinking which led to the adoption of the plan, Merchandise Manager Taves had come to

the conclusion that Belding's lines of fabrics and lingerie are not shown at their best when grasped in the hand and displayed by fingering them. They should be shown in use, that is, worn. Obviously, it is impossible to have a model travel about to buyers' offices. Then there was the disadvantage of the over-large sample cases, which, all too often, are somewhat frightening to buyers. Mr. Taves also wished he could give the salesmen something to make their approach different from that of competitors, something to imbue them with enthusiasm. Three-dimensional transparencies

seemed a logical solution to the problem.

In addition to lingerie (nightgowns, slips and panties), fabrics, sewing kits and thread are part of the Belding line. Color photographs have been particularly helpful in selling lingerie, since fit and style—on which designers had concentrated—must be shown on wearers to become apparent to buyers.

The transparencies have also increased the sale of fabrics, which are now shown made up into garments. Thus far only two slides have been made for this class.

One of the chief advantages of the system is the time it saves. Instead of waiting until a set of samples has been prepared for the entire sales staff, the first sample made up can be photographed, and slides put into the hands of all the men, even the Hawaiian Islands representative, within a week.

Equipment for making the slides is relatively simple—a 35mm "Stereo Realist" camera furnished by David White Co. of Milwaukee, and two No. 2 and one No. 1 floodlights.

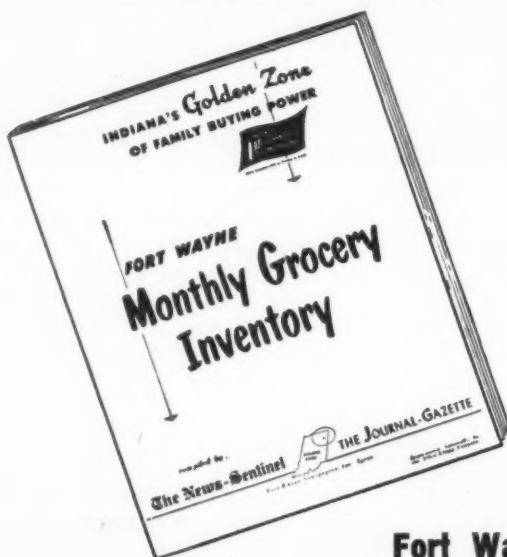
6-Point Questionnaire

Though it was at once apparent that salesmen's reactions were good, Merchandise Manager Taves wanted a specific check on the system. To this end, he sent out mimeographed questionnaires after the men had been using the slides and viewer six weeks. There were six points on which comment was requested and four columns for rating, from "Superior" to "No Good." A percentage breakdown of the response to the questionnaire is given in the box on page 118.

There was space on the questionnaire for individual comments. These were almost uniformly favorable and even enthusiastic. The only sour notes, if they can be called so, are in the category of "defects inherent in the virtues"; that is, comments to the effect that buyers like the transparencies so much that they tend to spend too much time on them . . . want to show them to others in the department; and, in one case, "the merchandise manager wanted to take it home with him."

At the present time, the men each carry 30 transparencies, 22 showing lingerie worn by models; two showing fabrics made up into garments worn by models; and six showing display cabinets equipped with items in the Belding line. Very shortly the number of slides will be increased to 60. This will necessitate the use of a slightly larger case. Even then, total weight will be four pounds.

NOW AVAILABLE!



★
**Write—Wire
Telephone**

**For Copies of
Current Reports
of Your Classifications**

★

Fort Wayne Newspapers

Monthly Grocery Inventory

★
**Now, More Than
Ever Before,
A Proving
Ground For
Test Campaigns**

★

The Monthly Grocery Inventory as sponsored and approved by the Bureau of Advertising of American Newspaper Publishers Association has now been added to the many other services supplied to general advertisers by Fort Wayne Newspapers, Inc.

It follows the standard pattern now in use in eleven other leading U. S. markets where it has proved to be of valuable service to general advertisers in planning sales and advertising strategy.

It provides a continuous audit of consumer purchases of competitive brands of grocery products in the Fort Wayne market. This monthly report is accurate, complete, and highly valuable . . . and obtainable from no other source. Write for complete information.

**The News-Sentinel
THE JOURNAL-GAZETTE**



Fort Wayne Newspapers, Inc., Agent

Fort Wayne, Ind.

Represented by The Allen-Klapp Co., New York, Chicago, Detroit

EVERYBODY'S HAPPY...

...about the New

AMPRO *Stylist* 16mm SOUND PROJECTOR

Serves Six Vital Management Needs
Effectively, Easily, Economically!



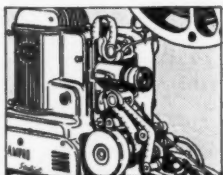
LIGHTWEIGHT, COMPACT...
weighs only 29 lbs....
a woman can carry it!



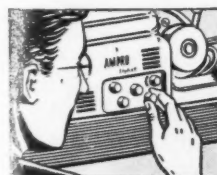
FAST, EASY SET-UP...
An office boy can set
it up ready to run in
seconds!



FULL HOUR SHOWINGS...
without interrupting
for reel changes!



EASIEST TO THREAD...
patented "film cradle"
pampers film, too!



CENTRALIZED CONTROLS...
handy panel arrange-
ment puts everything
right at your finger-
tips!



**UNCONDITIONALLY GUAR-
ANTEED BY AMPRO...**
against defective ma-
terials and workman-
ship!

- Job Training
- Personnel Relations
- Product Marketing
- Public Relations
- Production Problems
- Sales Training

High-salaried executives and small businessmen alike agree that Ampro's Stylist is the standout projector buy . . . and we've the letters to prove it!

The amazing Stylist is so light that your secretary can carry it with ease—weighs only 29 lbs. And Ampro's patented film cradle makes damaged film a near impossibility—threading is foolproof, too! Best yet, you can enjoy full hour showings without reel change. Add advantages like fast, easy set-up and simple centralized controls—you've got a lasting projector value by all comparisons.

Put the Stylist to work on the six jobs listed above. **\$375⁰⁰**
Get the facts—fill out the coupon for today's mail!

Complete with 8" Speaker and Carrying Case

AMPRO CORPORATION
(General Precision Equip. Corp. Subsidiary)
8mm Cameras and Projectors
Slide Projectors • 16mm Sound-on-film
Tape Recorders

MAIL COUPON! WRITE NOW!

Ampro Corporation SM-4-51
2835 N. Western Ave., Chicago 18, Ill.
Rush me FREE illustrated literature on the
amazing Ampro Stylist projector for industrial
use . . . also folder on Ampro Model 690 Power
Speaker.

Name.....

Address.....

City.....Zone.....State.....



THE ROAD BACK—Canteens meet the varied needs of 114,000 VA patients.

Veterans Buy Brands, Too!

In five years, Veterans Canteen Service builds \$20 million volume—mostly in advertised brands—in 146 VA hospitals. From 826 "vendors," VCS now buys a total of 10,031 items. Some new products get in. You'll need price agreement.

Just as "your market's in the Army now" (SM, March 15 and April 1), so it will grow among the discharged veterans of our Armed Services.

By 1952 veterans of World Wars I and II and their immediate families will represent 40% of the entire population of the U.S.A. And with the present war and preparedness program, veterans soon may be in more than half of all American homes.

Nearly all of them go back to civilian life. But some—an increasing number—will continue to need the direct help of Uncle Sam.

For 97,000 patients, 17,000 domiciliaries in 146 hospitals, the Veterans Canteen Service of the Veterans Administration now provides products and services of personal "convenience and necessity." And to the 122,000 employees who care for the patients, limited canteen facilities are also provided.

Although VCS is a growing relative of the Armed Forces exchange service, it differs from them in several ways:

1. It operates with federal funds, under public law.
2. Its profits do not finance group welfare activities.
3. Both the buying power of its customers and the range of things offered them are less than those of the exchanges.

The points of similarity are bound together in "service:"

1. Both VCS and the exchanges exist to serve the needs and morale of clearly-defined groups of customers.
2. Therefore, both buy the products and brands which their customers specifically demand, and sell them at low prices.
3. And just as the members of the Armed Forces took over from private businessmen the job of providing

these products and services, the VCS was authorized by Congress, in August 1946, to replace private concessionaires in VA hospitals.

The VCS operation has been financed by federal appropriations totaling \$4,965,000.

It is a *civilian* operation. Officers and all its 2,000 employees are civilians. As Assistant Administrator for Special Services, Brig. Gen. F. R. Kerr, retired, former chief of the Army Post Exchange Service, supervises VCS. Director of VCS is Robert H. Bucknell, who served in World War II as head of Army exchanges in the Middle East.

From headquarters in the Munitions Building, Washington 25, VCS works through field offices in New York, Washington, Atlanta, St. Louis and San Francisco, which guide canteen operations in their areas.

Each of the 146 VA hospitals and centers in continental U.S. and Puerto Rico boasts at least one canteen or store. Some of the larger installations have two or three branch canteens. Nearly all operate mobile canteens in the form of ward carts.

The average hospital has 340 patients. But two—Chicago and Los Angeles—care for more than 2,500 each, and 16 others, in 14 different

MORE SOUTHERN RURAL FAMILIES READ FARM & RANCH- SOUTHERN AGRICULTURIST THAN ANY OTHER MAGAZINE and *More readers mean more buyers*

**Southern Farm and Ranch Families Have
\$10,000,000,000 More Ready Cash for You
Today Than in 1940...**

Its trading areas hum with activity that was
from 15% to 40% above the U. S. average
every month of 1950...

There has been a 52% gain in new incorpo-
rated businesses in the South since 1944, as
compared with a gain of 29% outside of the
South.

And Farm & Ranch-Southern Agriculturist
takes your advertising message into the heart
of this tremendous market!



FARM AND RANCH
SOUTHERN AGRICULTURIST
Farm and Ranch
Publishing Co.
318 Murfreesboro Road
Nashville 10, Tenn.
Telephone: 42-5511

CIRCULATION GUARANTEE

1,290,000

**Advertising in Farm & Ranch-
Southern Agriculturist..**

- Reaches more Southern families than any general magazine..
- More Southern homemakers than any women's magazine..
- More Southern farms and ranches than any other farm magazine.

Circulation leadership...plus circulation quality...
plus editorial influence...adds up to the **BEST AD-
VERTISING RESULTS!** Write, wire or phone for the
number of Farm & Ranch-Southern Agriculturist sub-
scribers in any Southern or Southwestern county. Com-
pare these figures with those of the second farm pub-
lication—and you'll be convinced!

New York 17
122 E. 42nd St.
Murray Hill 5-6815

Chicago 1
333 N. Michigan Ave.
Dearborn 2-5182

Atlanta 3
410 Forsyth Bldg.
Lamar 8811

Dallas 2
2027 1/2 Young St.
Riverside 1181

Los Angeles 17
Simpson-Reilly, Ltd.
1709 W. 8th St.
Dunkirk 8-1179
San Francisco 3
Simpson-Reilly, Ltd.
703 Market St.
Douglas 2-4994

states, have more than 1,500 each.

The total number of VA patients has expanded from 87,000 in 1946 to 97,000 on last November 30. Of the present group, 52,000 are in neuropsychiatric, 32,000 in general medical and surgical, and 13,000 in tuberculosis hospitals.

One-third of the patients were disabled in military service. Two-thirds are discharged veterans who cannot afford outside hospital care. With the 17,000 elderly veterans who live in these hospitals and centers, the VCS customer group includes men who have been under Uncle Sam's care for three days to 50 years, and who have seen service from San Juan Hill to Seoul.

\$7.50 Monthly Per Capita

The per capita buying power and often the "needs" of these 114,000 obviously must be less than those of active servicemen. Many are maintained by government disability benefits—and many get no benefits. A lot of mental cases cannot handle their own funds.

Also, Bucknell explained, VCS restrictions on type and price range of products carried always have been greater than those adopted in 1949 by the Armed Forces exchanges.

Thus per capita monthly expenditures in the canteens—including also expenditures by VA's 122,000 employees, who may meet some of their needs at these stores—averages only about \$7.50. This compares with nearly \$25 a month in the military exchanges.

But still the market is substantial.

For fiscal 1947 (ending June 30, 1947) VCS sales totaled \$4.434 million. On this it made a net profit of \$84,000, or 1.90%. In the 1948 and 1949 fiscal years, sales rose to \$15.7 million and \$18.7 million, and net profit to 4.7% and then to 8% of sales.

In 1949, at the time of the tightening of restrictions also on the Armed Forces exchanges, the law was changed to require VCS canteens to pay the cost of utilities and the salaries and expenses of all employees. As a result, although sales rose to \$20.2 million in fiscal 1950, net profit of \$487,000 was 2.46%.

As a business VCS already has done well enough to repay to the Treasurer of the U.S. \$1,465,000 of the \$4,965,000 provided.

Of 1950's \$20.2 million volume, \$14.5 million came from "retail" sales of a fairly wide variety of things; \$3.9 million from food sales, and \$1.8 million from the sale of services.

A VCS canteen is authorized to

perform a dozen functions: retail stores; soda fountains, snack bars and cafeterias; barber and beauty shops; laundry, tailor and dry cleaning services; shoe repair; vending and amusement machines; film developing and watch repair services.

Retail departments are now tobacco, candy, toilet articles, sundries, and clothing. For fiscal 1950, tobacco represented 57.5% of the total of the then six departments. Clothing had about 12%; sundries (including watches, clocks, luggage, etc.), about 9%; candy and toiletries, nearly 8% each, and stationery (magazines, books, etc.), 5.6%. Stationery has since been combined with sundries.

For the retail departments and for food, and for canteen equipment and supplies, 826 vendors now provide a total of 10,031 items. Of 580 who provide 7,478 "retail" items, 98 sell 750 tobacco items; 120 sell 1,650 candy items; 98 sell 1,560 toilet products; 153 sell 2,490 sundries, and 111 sell 1,028 clothing items.

Sixty vendors of food products and 186 of canteen equipment and supplies provide a total of 2,553 items.

The number of types of products which may be sold in VCS canteens—223—happens to be about the same as the 200-odd authorized for the Armed Services exchanges. It includes 21 in the tobacco department; 10 in candy, gum, nuts, etc.; 71 in toilet articles (with the only "medicines" being "first-aid items, band-aid type"); 28 of stationery; 31 of men's and 15 of women's clothing, and 47 of sundries—ranging from billfolds

and cameras, with respective \$5 and \$35 retail price limits, to luggage, \$25; to pocket knives and religious articles; to toys, books and games, \$5, and to watches, \$30.

Who Decides

The VCS authorized product list went into effect on August 2, 1948, a year before the Armed Services agreed to accept the Philbin committee's recommendations for their exchanges. In addition to lower price ceilings on "limited" products, it differs in certain other respects. The VCS toiletries list, for example, is twice as broad. Canteens may carry a larger number of women's clothing items. They do not carry beer.

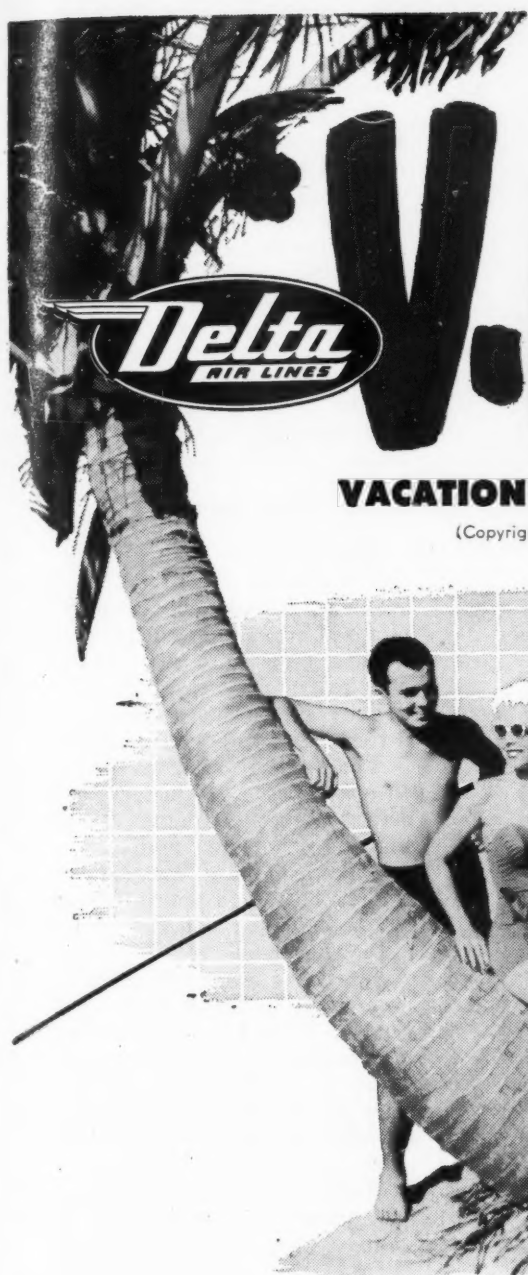
Like the exchanges, VCS canteens do not collect tobacco or other state sales taxes.

Non-resident employees of and visitors to canteens are limited in their daily buying—specifically to two packs of cigarettes, five cigars, one box of candy, five candy bars, and five packages of gum. They may buy only whatever food they eat there....

Functional divisions of VCS in Washington are store management, food management, finance, and procurement—the last under P. P. Bogley, chief. Several buyers work under him in appraising products and developing price agreements. Although the local canteen officers do the actual buying, their purchases are restricted almost entirely to "authorized" items, on which price agreements have been effected between the vendors and VCS central office in



"Our Business Has Just About Doubled!"



V.I.P.

puts vacations
to work for you!

VACATION INCENTIVE PLAN

(Copyright 1951, Delta Air Lines)

Send efficiency **UP**
with Delta's **LOW COST**
Incentive plan



YOU get fast and profitable results from Delta's new incentive plan now available to all types of business firms.

It is based on all-expense vacations by air instead of scrolls, merchandise or cash prizes to stimulate production and sales . . . spark safety and economy drives . . . boost morale and check absenteeism.

Results prove that air vacations by far outpull any other awards of equal value. A Miami Beach vacation, or flights to such foreign points as Nassau, Havana and Jamaica, plus all the luxury of Deltaliner travel, appeal most to most persons. In addition to Miami Beach vacations and foreign side trips, Delta will plan complete trips for you to any point on the system.

Vacations work for you, too, for winners come back relaxed, refreshed, ready to go. Enthusiasm and morale continue high long after contest is over.

The plan works this way: You fix the goals. Then, Delta adds sure-fire incentive. Colorful bulletins, posters, folders, flight and vacation literature — everything to stir interest and a sustained drive to win — is supplied free of charge. Costs are low, for Delta packaged vacations cover all travel, hotels, and sight-seeing and offer luxury on a budget.

Write for complete V.I.P. details

By return air mail, Delta will send a complete VIP kit of posters, promotional aids and suggestions, and related descriptive material, plus complete details of this incentive plan with typical vacation trip prizes and costs.



General Offices: Atlanta, Georgia



TO SELL MEMPHIS

YOU NEED

WMCT



Not two, not three, but only one TV station in Memphis. You know what this means. The audience is completely undivided, completely collected for your selling by sight and sound.

It's a big plus, this undivided audience on WMCT.

MORE THAN
82,000

TELEVISION SETS NOW IN THE MEMPHIS AREA
ACCORDING TO DISTRIBUTORS' FIGURES



WMCT gets live cable shows direct from New York, Chicago, and other metropolitan centers—the cream of the network crop. NBC, CBS, ABC and Dumont's top shows. In addition, local features like the "Homemakers Show", participating kitchen demonstrations, and other film and live shows, make WMCT's schedule one of finest quality.

MORE THAN
82,000

TELEVISION SETS NOW IN THE MEMPHIS AREA
ACCORDING TO DISTRIBUTORS' FIGURES



The findings of an independent market research firm reveal that approximately one-half of the more than 82,000 television sets in the Memphis area are tuned in daytime. 3840 interviews were conducted between 12:00 noon and 6:00 p.m. Here's an assured audience of tremendous proportion.

National Representatives
The Branham Company

Owned and operated by
The Commercial Appeal

CHANNEL 4 • MEMPHIS
AFFILIATED WITH NBC

Also affiliated with
CBS, ABC and DUMONT



Washington. An exception to this policy is permitted in the purchase of local brands of candy and tobacco.

At least as much as the Armed Forces exchanges, VCS emphasizes nationally-advertised brands.

After one of Procurement's buyers at Washington has considered a product favorably, it is passed on by the merchandise committee—composed of the Assistant Director of VCS, the chief and assistant chief of procurement, and the chief of store management. Then its qualities are tested by the U.S. Bureau of Standards. And then 10 "guinea pig" canteens weigh consumer demand for it.

How To Sell VCS

The prospective supplier is told that VCS was established to "make available, at reasonable prices, to hospitalized veterans . . . articles of merchandise essential to their comfort and well being."

Price agreements cover cost, product characteristics and quality.

The vendor is asked to submit data on lowest cost f.o.b. factory or lowest delivered cost; freight allowance, shipping point, etc.; minimum order; full description of merchandise, including black and white photographs or proofs, and "usual retail selling price where applicable."

When VCS decides to add his products to its list, it sends him "VA Form 6-5004, Price Agreement, listing your products . . . for your final approval." After its return VCS notifies him that the agreement has been published and distributed to five field offices and individual canteens.

Orders from each canteen normally are sent to vendors by the respective field office. Merchandise is shipped by vendor direct to canteen, and invoice mailed to field office, which pays for it. Field offices will not pay "more than the prices set forth in the price agreements."

Washington central office does not receive copies of orders. But annually it asks vendors to submit direct the total dollar amount of VCS purchases from them in the previous calendar year—broken down for each of the field offices. . . .

Like the Armed Forces exchanges, Veterans Canteen Service is seeking to develop on sound business methods, and on service based on sound salesmanship. Within their limits of market and merchandise and other restraints on "enterprise," the canteens still must sell.

VCS tries to provide worth-while and wanted products, at low prices, in pleasant and efficient stores, for a group of men who deserve all the U.S.A. can offer them.

Just published

New car sales in the nation's

5th COUNTY

A complete report...not a survey

A report of sales in Cuyahoga County (Greater Cleveland), by makes, by economic areas, by companies, with comparisons to previous years. Separates sales to individuals from company and institutional purchases. Reports ratio of sales to families in individual census tracts. Includes truck and commercial car sales and many other detailed analyses.



The Cleveland Press

Are Agencies Worth Their 15%?

(Continued from page 39)

for complete diagnosis and, if need be, constructive overhauling of all their "relations" and marketing policies and operations. In fact, such big operators as J. Walter Thompson Co. and N. W. Ayer & Son no longer call themselves *advertising agencies*. And Four A meetings embrace separate sessions, not only on "copy" and media but on research, marketing, merchandising and public relations.

All Four A meetings also stress "professional standards and principles."

From its start, the association sought to "promote the interests and raise the standards of advertising" and of agencies. In 1937 it adopted the present standards of professional practice, compensation and competition:

Copy should not be untruthful, indecent, disparaging or pseudo-scientific. Testimonials should be honest.

Under compensation: Agents should not rebate commissions to clients. Nor should agencies be paid by a "third party . . . unless disclosed in the contract" with clients. Under competition, they should not submit "speculative material in competitive solicitation;" nor angle prospective clients; nor "seek to obtain an account by hiring a key employe away from the agency in charge."

In recent years the standards have been raised and somewhat implemented by efforts in what the Four A's call the "areas" of personnel, research, ethics and understanding.

As it contributed to more effective and lower-cost advertising and selling, this program has brought praise—and cooperation—from various advertisers. There still are a lot of them to whom "education" comes slowly. But the Four A's job has been made harder by the fact that it still represents and handles directly only a minority of all advertising.

About half the estimated \$5.6 billion now being spent annually by advertisers in this country is placed direct or with the help of other services—without benefit of agencies.

The \$2.8 billion agency-placed part of the total is divided among about 3,500 firms. Of all these, the Four A membership embraces 253—or 7% of the total.

But with a high proportion of larger agencies, the Four A's still can claim to represent two-thirds of the volume placed and perhaps half of the 40,000 who work in all agencies in the country.

Under *personnel*, the association's

regional chapters now hold annual examinations to "attract young people who recognize that, in helping to distribute goods and services, they not only have better than average opportunities for compensation" but to "raise the American standard of living."

Under *research*, the association emphasizes that advertising must "seek to expand its body of measurable knowledge."

In addition to a 17-man Research Committee, most Four A standing committees—on different media, mechanical production, etc.—have fact-finding functions. There is even a separate Committee on Radio and Television Research Services.

Do Four A's Help?

The old charge of some advertisers, that "the Four A's have opposed every effort to put yardsticks on advertising," may be less true today. It has been pointed out that not the Four A's but the Association of National Advertisers initiated such advertiser-agency-media projects as Co-operative Analysis of Broadcasting, Traffic Audit Bureau, Broadcast Measurement Bureau, and Advertising Research Foundation.

However, the Four A's has worked on them, contributed to them and at times—as in the second study of BMB, in 1949—was largely responsible for keeping them going. It has long worked in the Advertising Council.

Under *ethics*, the association campaigns to remove the "small percentage of advertising [which] remains objectionable."

But there is much more to the problems of ethics in advertising than merely "copy."

In this connection, the agencies may have gone too far in promoting their "professional" standards and viewpoints. A doctor is supposed to cure disease. And yet some advertisers cite agencies which have been busy spreading disease—and even inventing new diseases! The patient—the client—may have been their conniving victim. But the combined ingenuity hardly raises the standards of advertising—nor its long-term effectiveness.

Four A membership does not necessarily imply higher standards. Some non-members, such as Ayer, believe theirs to be above the general level of the members. For years, and for the same reason, Young & Rubi-

cam was deaf to Four A invitations.

The Four A Committee for Improvement of Advertising Content performs primarily an educational role. It cannot act on campaigns conducted by member agencies. The television set manufacturers' ad, last fall, which told how little children without benefit of TV in their homes are becoming neighborhood untouchables, was done by Four A member Ruthrauff & Ryan. One group which did not denounce it was the Four A's.

As individual human beings, advertising agents may be no better nor worse than doctors or lawyers or engineers. But this does not keep advertiser executives from summarizing—as several of them did for SM—the ways in which the general practice of the advertising agent is not yet professional:

1. Ad agents need have no liberal or technical education—no diploma, no license—in order to practice. Their qualifications are not certified by a board of their fellows—nor could their professional acts be so censured. The only "licensing" is not by advertisers or agencies but by media groups, who are chiefly concerned with the agents' ability to pay for the space they contract for.

2. Other professions—theoretically at least—are devoted to *saving* their clients' souls, bodies, reputations, or bankrolls. Ad agents are concerned primarily with making them spend.

3. Their cure-all is advertising.

4. But even for this they bear little responsibility. If a campaign based on their recommendations fails, or even damages the client, it is the client's loss. Agencies sign contracts with media *for* advertisers—but usually they don't sign contracts *with* advertisers.

Although this permits you, the advertiser, to drop your agency at any time, these advertisers say, it also permits the agency—if he can land the account of your big competitor—to drop yours and apply to this other client all the knowledge and experience you helped him to gain.

5. Even agency "shingles" no longer convey personal responsibility. You can't get help from James Walter Thompson. He's been dead these many years. You'll find no Ayer at Ayer, no Benton nor Bowles at B&B, no Kenyon nor Eckhardt at K&E, no D'Arcy in D'Arcy. . . .

But obviously "the passing of personal service" in some agencies must derive from the fact that they have grown so big and far-flung that their owners or principals no longer can take direct, personal responsibility for all their doings. Some today have

account executive
gets market
and media facts
he wants

... from Service-Ads like this

"A lot of activity goes on to secure background information about media," says a senior Account Executive in a well-known agency. "This material is gathered from the *Standard Rate* publications before we go anywhere else.

"For instance, we didn't know all the markets for a new industrial product, so we went through the index in *Business Publication Advertising Rates & Data**, checking the market classifications and cross-classifications. We used it as a market research tool. If it doesn't go far enough, then we look elsewhere.

"It's helpful when the publishers place additional data in the SRDS publications," he continued. "This data should expand the media buyer's knowledge by expanding upon the condensed type of information in the listings."

To help you get the information you want about markets and publications, many business paper publishers present useful information in Service-Ads near their monthly listings in BPARD*. The Simmons-Boardman Service-Ad shown above is a good example of why, when you're using BPARD*, it pays to check the Service-Ads as well as the listings.

* Formerly called the *Business Publication Section* of SRDS.

This 4-page advertisement, like all true Service-Ads, supplements and expands basic publication listings in SRDS with additional information that helps media buyers buy.

Note to Publishers: The *BUSINESS PAPER PROMOTION HANDBOOK* reports what sort of market and media information buyers of space say they want. It's 44 pages of space selling and promotion ideas. The *Business Paper COPY ORGANIZER* shows, by actual example, how to give buyers the information they want the way they want it. Both books for only \$1.00.

the unbeatable media-buying team!

Newspaper
ADVERTISING RATES AND DATA

Published by Standard Rate & Data Service, Inc.
Walter E. Borthof, Publisher

333 North Michigan Avenue, Chicago 1, Illinois • New York • Los Angeles

150 or more accounts, and employ more than 1,000 people to serve them. McCann-Erickson stretches through 50 offices from Santiago to Frankfurt-am-Main and J. Walter Thompson through 21 from Calcutta to Buenos Aires. . . .

Although the Four A's finds it unethical for advertisers to own agencies, some large agents have grown strong enough to own or control advertisers. Among prosperous performers in this group have been A. W. Erickson, Albert D. Lasker and Louis R. Wasey.

If not the ethics, at least the objectivity of agents who serve media promotion accounts such as magazines, newspapers and radio chains was mentioned by some advertisers. Among the six largest agencies, only Foote, Cone & Belding refuses them.

The heads of both larger and smaller agencies with whom SM talked admitted to some wrongs or shortcomings in the agency system. But they could reply to these charges. For one thing, several showed stretches on their ledgers where red ink had been spilled in their efforts to do a better all-around job.

If not a wrong, at least a major difficulty stems from the emphasis that the agencies are prepared to give more than they can. If they were to cut out the "professionalism" and say to managers of businesses, "We are specialists in advertising. From our knowledge and experience with other advertisers, we believe we can make your advertising—as part of your sales program—more effective." . . . If they were to say simply that, a lot of confusion might be avoided.

The principal things right with agencies lie in the facts that a very large majority of company managers in SM's survey find agencies helpful in their scheme of things, and want to continue to employ them. Then, too, the very fact that so many agencies could grow steadily larger must mean that a lot of advertisers depend importantly on them.

In the area of *understanding* agencies still have a lot to do.

The Four A's emphasizes, first, that their work "needs to be better understood by media. They say agencies need a clearer understanding of media problems." Then, "advertising itself should be better understood by bankers and other business executives, and the public."

The Roper study, under a committee headed by Fairfax M. Cone of FC&B, found too little management "understanding." Leo Burnett said: "Above all, we have to reverse management's current thinking about our lack of interest in his business."

In effect, Burnett showed agencies as bad self-advertisers: Their presentations are filled with "flip-over easels, slide films, movies and recordings;" "market analyses and consumer trends;" . . . "comprehensive layouts, media analyses, well-reasoned copy themes . . ." But "we fail to bring with us a few simple ideas that reveal a deep-down understanding of the business and an almost evangelical faith in it. . . .

"One well-written trade paper ad or mailing piece that really expresses for management the heart and soul of a business can often go farther to improve our management relations than a roomful of comprehensive layouts."

Agencies Should Advertise

Agencies often fail to practice what they preach in advocating continuity and consistency in advertising. Hardly a score of them now use space advertising steadily. The best example is Ayer, which has kept quite "everlastingly at it" since 1870. Among others currently consistent in trade papers with page or larger space are Batten, Barton, Durstine & Osborn, J. Walter Thompson, and Y&R—and in newspapers, Charles W. Hoyt Co., Abbott Kimball Co.

But of 41 agencies listed in the Lyndon Reports as using one or more of five sales and advertising papers in the first 10 months of 1949, 15 were one-timers and 27 did not repeat in the first 10 months of 1950. In the latter period, only 37 agency advertisers appeared in these publications—of which 15, again, used only one insertion.

Some agencies run consistent and informative mail campaigns: Grey, with "Grey Matter;" BBDO's "Wedge;" Goodkind, Joice & Morgan's "Economic Outlook" . . . JWT presents economic studies before various groups. Cunningham & Walsh shows annual "Videotown" findings.

Yet more than a few company managers complain that the major "promotion" devices of too many agencies are speculative bidding and the expense sheet.

They say that large-scale gambling for new accounts takes some of the best agency brains away from accounts they already have, and encourages the theft of ideas, plans and findings submitted by the agencies which aren't chosen.

Agents reply that advertisers themselves might do more to discourage this practice.

As for entertainment, they add, it is usually the client who expects to dine at the Copacabana, instead of Child's. . . .

A more serious charge—made for years by many company managers—is that such wastes have been made possible by the profits agencies can earn under the 15% system.

Almost all agencies will stoutly deny this:

1. Their profits, under this system, they assert, are not exorbitant.

2. The system maintains them as independent, competitive businesses, able to apply experienced outside viewpoint to clients' problems.

3. The incentives it offers stimulates their creative flow—which for a half-century and more has been their primary contribution to American and the world's businesses.

But even while admitting the worth and the extent of this contribution, managers of manufacturing, retailing and other businesses don't like the frequent implication that agencies have a "monopoly" on advertising ideas and techniques.

Several of them point out that at least two-thirds of all advertising is still being created by the directly employed hands of local, sectional and national concerns; by employees of various media and services; by freelance writers, artists, photographers and others.

This, the agents reply, is quite true, quantitatively. But what about the *quality*?

Advertising Research Foundation and scores of other organizations have compiled a lot of data about the "audience" of ads. Countless studies have measured advertising "impact." But with hundreds of thousands of advertisers running millions of ads annually in this country, the over-all "standings" cannot be determined.

Nevertheless, an agency man wrote a book, two years ago, for which he chose "The 100 Greatest Advertisements." His name is Julian Lewis Watkins. It was published by Moore Publishing Co.

Watkins admits he found the 100 hard to pick, and the word "great" hard to define. He was not always sure whether a great ad sold more beans than an un-great ad. But for 100 he had proof of impact.

Nearly all were magazine ads, for national advertisers. Most were done by agency people . . . among them Claude Hopkins, O. B. Winters, Theodore MacManus, Victor M. Schwab, Carlton Spier and John Caples, both now with BBDO; Hayward Anderson of Kudner; Phil Lennen, J. Stirling Getchell, Ray Rubicam, George Cecil, Wilbur Ruthrauff, James W. Young.

Some of the 100 were done before their creators hung out their agency shingles. Leo McGivena wrote "Tell

a sure cure for sagging sales!
 peps up tired customers!
 makes bank accounts feel years younger!
 don't suffer from
 low sales-pressure!

**USE THE
 OREGONIAN!**

**Growing Faster
 Than the Fast-Growing
 Oregon Market***

***SINCE 1940**

PORTLAND Population	OREGONIAN City Circulation
21.5% Increase	61.5% Increase
OREGON Population	OREGONIAN Total Circulation
39.6% Increase	66.1% Increase
U. S. Retail Sales	OREGON Retail Sales
206% Increase	273% Increase

FIRST in influence!
FIRST in circulation!
 Daily . . 224,314
 Sunday 280,045
FIRST in advertising!
lowest in milline cost

the Oregonian

PORTLAND, OREGON

The Great Newspaper of the West

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

It to Sweeney" at the *New York News*. Bruce Barton described "Marie Antoinette riding to her death" for Dr. Eliot's Five-Foot Shelf, while still assistant to Tom Beck at Crowell-Collier.

A few retail advertising people made the grade.

But national advertisers were fairly well represented: Herbert Baldwin of the Boston & Maine and Fred Tredway of the Southern Pacific; Louis Engel of Merrill, Lynch, Etc. . . . Etc.; L. B. Jones of Eastman Kodak; Henry Hurd of Kelly-Springfield; John W. Longnecker of Hartford Fire Insurance, and George Malcolm-Smith of the Travelers. . . .

In fact, some leading company executives told SM that "nobody knows better how to advertise a product than the founder or president of the company which makes it."

Now few statements can cause agents more anguish. They know from long and often bitter experience that company management prerogatives—also exercised by management's wives, sons-in-law and fellow-club members—have begotten much bad and ruined more good advertisements.

Some agents reminded SM that for better or worse, management may go where copywriters fear to tread: For instance, Elliott White Springs, with his "bundling" series for Spring Mills and George Washington Hill's "Reach for a Lucky instead of a sweet."

But some presidents have written well. After a half-century, in current advertising and in Watkins' book, are J. W. Packard's slogan, "Ask the man who owns one," and Colonel Mapes' genial colored man, selling Cream of Wheat. More recent are Edward S. Jordan's Jordan car ad, "Somewhere west of Laramie," and the transcontinental "hog," conceived by Robert R. Young and brought into being by Ed Cox and Draper Daniels of Kenyon & Eckhardt.

A famous "copywriter" of a decade ago was the president of Commonwealth & Southern Corp. His series lambasted government-subsidized competition to electric utilities. His name was Wendell L. Willkie.

The point of all this is not that the president should fire the copywriters and take over their functions but—as a lot of advertisers emphasize—the interpreters of management must get closer to management, in order to understand the "basic business problems." In the process, they might get not only a more practical but a fresher viewpoint.

More agents also stress the need for it. A man who built one of the

largest agencies complained to me about today's "bankruptcy in ideas." He found too many ads—even their phraseology—being lifted almost verbatim from such old masters as John E. Kennedy and Claude Hopkins.

(More than half of Watkins' "100 greatest" were written from 20 to 50 years ago.)

One man who has served as executive of two agencies and as sales director of several large manufacturers says "the era of great copywriters has ended. The boys are getting rich and soft and lazy. Research brings them to plans board meetings with scissors and pastepot."

Too Much "Canned Stuff?"

An advertising consultant: "Inspiration . . . is rare today. Most 'creation' is canned, formula stuff." Instead of advertising nationally, through agencies, he thinks many advertisers would do better to "distribute their advertising money among retailers and let them spend it."

Agency heads generally, however, make strong denial to such charges—and a lot of clients support them:

"If we've developed copy appeals that click, why change them?"

"Plenty of powerful ads are being published today." With all the new competition of all the new advertisers in all the new techniques and media, "we have to hit harder in order to be seen or heard at all."

And some showed that the growing variety and complexity of agency functions merely has *seemed* to subordinate creation. Actually, the gearing of forces in single programs makes copy hit harder than ever. . . .

There is, however, some disagreement as to how many of the newer functions agencies have added voluntarily.

A vice-president who for many years has supervised a \$10 million-plus advertising operation, recalls that the broad "professional" viewpoint didn't just come naturally to his agencies. When the agency owners began to pocket more than 25% of their commissions, the advertiser thrust additional functions on them.

The head of one of these agencies said the functions were added voluntarily "for competitive reasons."

Other advertisers claim that agencies' reluctance to add or expand functions, without extra compensation for them—even functions such as research intended to improve copy—has spawned a large litter of research, public relations and marketing outfits, whom advertisers must hire separately.

With the growth of radio, TV, outdoor and other media, the agencies basic ad-creation and distribution functions have become more complicated. But these are not new functions. And, advertisers add, circumstances have helped to make them profitable.

From its 400 member agencies, they say, National Outdoor Advertising Bureau has taken the "distribution" load of buying, checking and billing on scores of thousands of poster panels. And in radio and TV "package" production people are now filling much of agency-bought time—with the agencies often getting commissions on *both* time and talent.

An extreme advertiser viewpoint is that, under the 15% commission system, too many agencies take as much as possible and do as little as possible for it. And then, that the agencies stick their clients with service charges and fees for any other moves they make. All this virtually guarantees agencies a good gross income. Only the fact that so many agents are bad business men fails to guarantee a good net income. . . .

You may take your pick between the advertiser who "thrust" additional functions on the agency and the agent who added them "voluntarily, for competitive reasons."

Their own competition and conditions being tough, a lot of advertisers try to squeeze as much free service as they can from their agencies. (Right now, some of them feel they must squeeze harder than ever.)

The agents have grown to expect this. But they point out that the advertisers at least can depend on the established buying habits of hundreds or thousands of their own customers and often of millions of ultimate users or consumers. If competition forced the loss of some of them, the advertisers still could muddle along.

On the other hand, even big and strong agencies have at most 100 or 200 accounts, and some of them have less than 10.

Thus advertising agencies are much more at the mercy of their customers, the clients, than are manufacturers. And the clients continually are being besieged by other agencies.

But under the 15% commission system, the agents show, all competitive agencies get an even break. The ones who survive and progress are those which manage to provide advertisers with more and better services.

Some agencies make no claim to being general practitioners. They still promote themselves primarily on ability to create and distribute effective advertisements. They do little other work. There is even a counter-trend

Salesmaker to the Central South

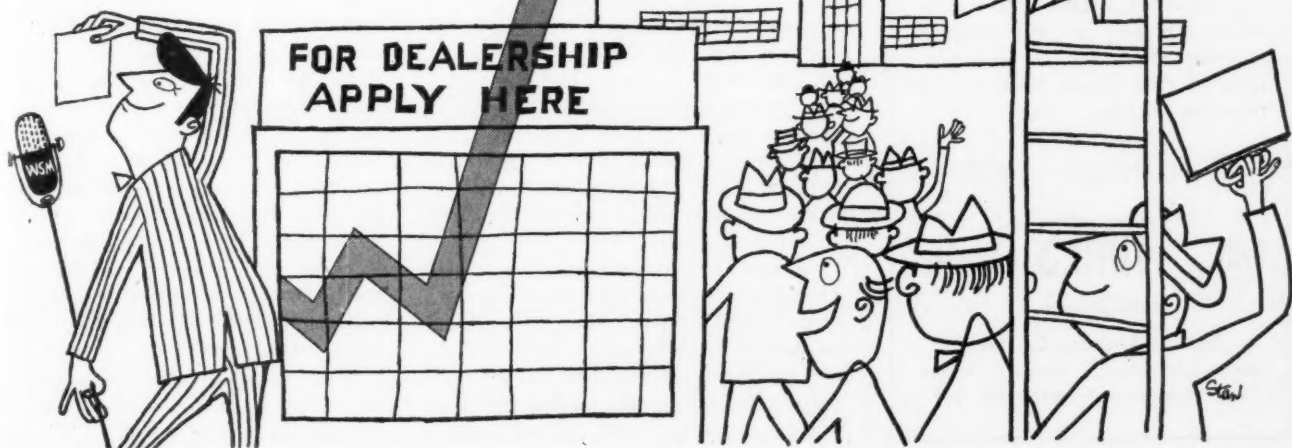
With only one WSM program a week, a paint manufacturer over a three year period increased dealership in the Central South by 82%.

**RADIO STATIONS EVERYWHERE...
BUT ONLY ONE**



... With a talent staff of 200 top
name entertainers ... production
facilities that originate 17 network
shows each week ... a loyal audience
of millions that sets its dial at 650
— and leaves it there!

Clear Channel • 50,000 Watts
Irving Waugh, Commercial Manager
Edward Petry & Co., National Representatives.



THE MODERN BLACKBOARD

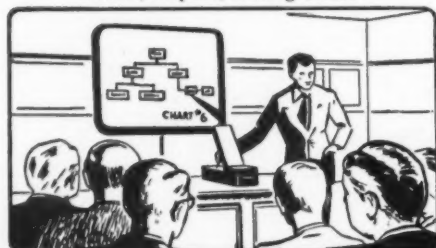


Screen Scriber!

A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times... uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.

For
Teachers
Lecturers
Demonstrators
Training
Instructors

For use in Schools, Churches, Offices, Clubs,
Homes, Hospitals, Training Centers



THE SPEAKER always FACES THE AUDIENCE

The price of Screen Scriber is \$61.00. For more complete details, illustrated folder and name of nearest dealer, write to Dept. 42.

BARDWELL & McALISTER, Inc.
BURBANK, CALIFORNIA

21,859,699 LINES OF ADVERTISING

Places the St. Petersburg TIMES among the FIRST 50 papers of the U. S. in 1950.

FIRST in Florida's fastest growing market. Leads ALL classifications. Leads ALL papers in Florida except one (that one ranks 8th in the U.S.).

For news of what's good and where to buy it, the largest number of readers in the history of this paper turn, every morning, to the

St. Petersburg — Florida

Daily TIMES Sunday

Represented by

Theis & Simpson Co. Inc.

New York Detroit Chicago Atlanta
V. J. Obenauer, Jr. in Jacksonville, Fla.

among some agencies to cut out the broad "professional" talk and get back to these "fundamentals."

And as SM's survey showed, these are the things which most company managers apparently regard as agencies' strongest contributions.

But still a number of managers emphasize—and quite a lot of agency heads seem to agree—that the agencies which make most progress tomorrow will be those which get management's "basic business" viewpoint and can apply themselves to related business problems.

Lawrence Valenstein, president of Grey Advertising Agency, told the Four A's eastern conference last fall, that advertisers "expect agency men to be all-around *business* men. . . .

"And as part of this attitude," he added, "they expect agency men to be competent merchandisers." Both merchandising and advertising thinking "*must be started at the same time.*"

Both the services and the volume of this agency happen to have expanded primarily under the paid-by-media commission system—as will be shown in the second part of this article.

But a number of other agencies are diversifying largely on fees or service charges. Such methods of payment may not be the answer to advertisers' prayers. In fact, they have been known to give rise to arguments and uncertainty. It might also be noted that even the "fee" agencies have not discarded the commission method.

And vet fees may promote resourcefulness and versatility.

Fuller & Smith & Ross, for example, a large Four A agency, works on client problems which may range from store layouts to labor relations. It has sent men to Latin America to help develop trade for a steamship line account. One of its men worked for two years preparing a handbook.

For such jobs, the agency charges on a man-hour basis—covering all charges, plus 6%.

Cowan & Dengler emphasizes a fee system on the theme, "no man can serve two masters." Varying with the problem, the fees range from 5 to 25%. Fees continue to be charged even when billings provide more than the equivalent in commissions. The surplus goes into a reserve fund for extra service to clients. But for about half its clients C&D still works on a commission basis.

Stuart D. Cowan and Horace W. Dengler emphasize that copy can produce healthy repeat sales only when harnessed to such factors as the product itself—its usefulness, price and value; its styling and packaging; displays, sampling and direct mail;

dealer relations and distribution; sales policies and organization—all weighed in relation to competition and to what consumers will buy.

A digest of case histories of 119 problems tackled by this agency includes mass-media campaigns and expanded advertising budgets. . . . But some recommend *smaller* expenditures. When C&D persuaded one client to increase his sales force instead of his advertising, he had a 252% gain in volume. By closer tie-in with sales organization, wholesalers and retailers, another client reduced his ratio of advertising to sales from 10% to 4%.

Some recommendations favored launching new products—but one was against a new product which might jeopardize a 100-year-old name. Others urged new displays; mail campaigns to dealers and consumers; a book on travel. A C&D-created sales portfolio helped to build a \$7.5 million volume; a new catalog lifted sales 300%.

Broad Media Approach

The president of a leading soap company said that a C&D-recommended sampling campaign, for a brand on which millions have long been spent annually, did "as much as all the advertising to put it on top."

The advertising, incidentally, is handled by another agency.

Being not just an agency but "advertising, merchandising, sales counsel," this organization works with clients' agencies and (See "Ads Pegged to Hot TV News Help Establish the Raytheon Brand", SALES MANAGEMENT, Jan. 1, 1951, page 44.) helps clients to select them.

Other agencies now offer, or are prepared to offer "extra help on merchandising" and selling programs.

One medium-size agency has a client who uses its varied knowledge and experience to the extent of asking agency executives often to attend directors' meetings; giving them minutes of meetings when they do not attend, and even having them pass on every salesman the client hires.

As one result of this teamwork, the client credited the agency with "revising our whole sales approach—from canvassing to service selling."

Other advertisers expressed the belief that their agencies can give them more than they are now getting.

How do advertisers think the method and amount of agency compensation affects the full use of their agency resources?

This question will be covered in the second and last part of this article, the May 1 issue.

some people think us
unduly modest
in our denial
that we cover the great
and growing Detroit market—
but we have
a good business reason
for it—
we want the advertiser
to make money here so he
can spend more than the cost
of a one-time failure—
so we advise using
The Detroit Times
and another paper.

*You're missing something
if you miss The Detroit Times*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

Advertising

MEDIA ... AGENCIES ... SERVICES

Industry Plans to Spend \$21.5 Billion in 1951

American industry will be able to supply the needs of this country's troops, plus those of our allies, and will have begun to increase the pipeline loads for the nation's industrial and commercial requirements by the mid-fiscal year of 1953.

According to the current annual capital expenditures survey of the McGraw-Hill Publishing Company's Department of Economics, industry will spend a total of \$21.5 billion in 1951, 45% more than was invested in 1950, if materials, equipment and manpower make it possible.

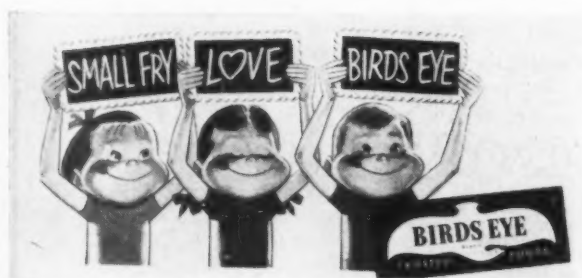
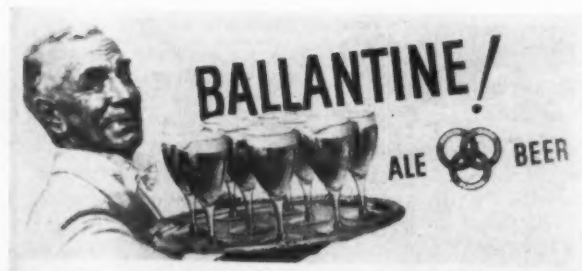
The survey foresees a continuing wave of expansion, with American business raising its capacity another 9% this year. It raised capacity 7% last year, and since 1939, in meeting

the production requirements of war and peace, has raised its capacity 75%.

To carry through their 1951 program, manufacturing industries plan to spend \$13.3 billion, thereby setting an all-time record for one year's expenditures. This figure is 66% more than was actually invested in new plants and equipment during 1950.

These figures do not constitute a forecast of what 1951 capital investment will be, but rather industry's plans to invest in new plants and equipment as reported to the McGraw-Hill Department of Economics, according to Dexter Keezer, director.

The companies cooperating with the McGraw-Hill survey employ more than 60% of all workers in industries where capital expenditure is highest. They include: chemicals, oil, railroads, electrical machinery,



THREE GRAND Award Winners in 19th National Competition and Exhibit of Outdoor Advertising Art: (From top) Ford Motor Co. and P. Ballantine & Sons (J. Walter Thompson Co. and U. S. Printing & Litho. Co. for both); General Foods Corp. (Young & Rubicam, Inc. and Spurgeon-Tucker Co.) for 1950.



MERCHANDISING IDEA: *Everywoman's* magazine is distributed via specially designed store racks in outlets of 33 leading grocery chains. Displayed are the items in the magazine's grocery product story of the month, "Chocolate in April."

automobiles, utilities, steel. They account for three-fourths of the capital expenditures of all American industry.

Overall, the survey includes companies employing about 5,000,000 workers, about one-quarter of the total employment in all industry. Expenditures of these companies were projected for respective industries.

Since 1939, the electrical machinery industry has more than tripled its facilities. Chemical and transportation equipment industries have almost tripled their capacities, and the general machinery industry has more than doubled its facilities in this period.

Electric utilities have a power-producing capacity 74% greater than in 1939, and the country's telephones have increased 106%.

Greatest increases are planned for industries preparing to meet the brunt of defense production demands, such as transportation equipment—dominated by the aircraft industry—auto and machinery industries, chemicals, steel and general machinery.

Transportation equipment represents the greatest single increase—almost four times its 1950 investment. Nonferrous metals show an increase of 175% over 1950.

The following table shows how manufacturing industries plan to increase their capacity in 1951:

	Percent Increase 1950-1951
Chemicals	11%
Autos	17%
Food	6%
Petroleum refining	3%
Machinery	10%
Steel	10%
Textiles	4%
Electrical machinery	14%
Transportation equipment ..	38%
Other manufacturing	7%
All manufacturing	9%

FLORIDA IS ONE OF AMERICA'S BIG, IMPORTANT, FASTEST-GROWING, YEAR AROUND MARKETS, AND . . .

If it's sales you're gunning for—

in **FLORIDA**
3 WILL **80**
 GET YOU



Slice the figures from Sales Management's Survey of Buying Power almost any way you want to—use of Florida's three big morning newspapers will get you the territory where are 80.47% of Florida's total retail sales, 80% of the general merchandise sales, 81.13% of food sales, 80% of drug sales, and 81.1% of furniture sales—even 80% of the effective buying income!

FLORIDA TIMES-UNION

Jacksonville • National Representative • Reynolds-Fitzgerald, Inc.

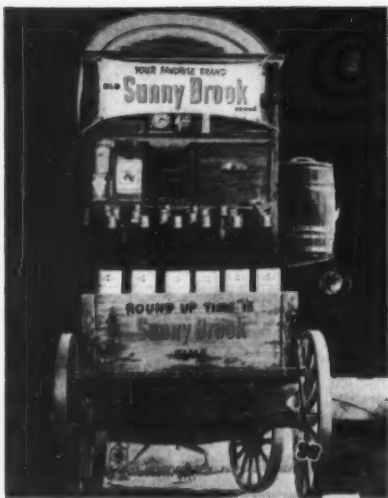
TAMPA MORNING TRIBUNE

National Representative • Sawyer-Ferguson-Walker Company

MIAMI HERALD

National Representative • Story, Brooks & Finley, Inc., A. S. Grant, Atlanta

*Lowest Cost
 Coverage in
 Florida's
 Top Markets*



"CHUCK WAGON" by Einson-Freeman, Inc., for National Distillers Products Corp., wins an award in the Lithographers National Association competition.

Expansion, says the survey, gets top priority among claims on industry's investment dollar. Last year manufacturers spent only 43 cents of each investment dollar to enlarge their capacity. The largest share, 57 cents, went to replace and modernize existing facilities. This year the figures are turned around with 58 cents going for expansion.

Great bulk of the new facilities—98% in manufacturing—will be financed from industries' own funds. Greatest share of the money—86% for manufacturers—will come from profits and reserves.

Aircraft is the only major industry covered by the survey which plans to finance any appreciable share of its new facilities—over 40% expansion is planned—through government or government-guaranteed loans.

ANA Questions Radio Time Values

The Association of National Advertisers is again twisting the tail of radio broadcasting. In its "Radio Time Values—Supplement I" prepared by its Radio and Television Committee, ANA states that the "decline in audience ratings has continued" and that "cost per home listening has continued to increase."

The Association's initial report on radio time values issued last July resulted from the growing concern among radio-using members over the "existing and prospective decline in these values and the effect of that decline on their ability to use [radio] as effectively and economically as in the past."

The first report concluded that the

decline in radio time values involved evening radio primarily and that the overall problem was a composite of local situations. It proposed to advertisers a practical method for measuring trends in radio time values.

The estimates of relative radio time values given in the new supplement, which is now in the hands of ANA members, the four major networks, National Association of Broadcasters, Broadcast Advertising Bureau, and the N.A.R.S.R., are as of April 1, 1951.

ANA summarizes its supplementary study as follows:

"There were significant and continued declines in the average ratings for CBS and NBC sponsored evening radio programs occupying the same spot during the interval Oct.-Nov., 1949, to Oct.-Nov., 1950. [CBS and NBC were the guinea pigs used for ANA analysis of radio time values.]

"For the same time interval, the cost per thousand homes reached by these programs increased 24.6% for



COVERAGE of food and drug products wins for *Look* its third consecutive Distinguished Service Award presented by the American Dairy Association. Sylvia Schur, *Look* food editor, is accepting award from C. R. Schoby, A. D. A. president.

CBS and 27.7% for NBC. The corresponding increases shown in the original report for Mar.-Apr., 1949, to Mar.-Apr., 1950, were 21.0% for CBS and 18.4% for NBC.

While radio listening in television homes has stood up well as compared with listening in radio-only homes in the morning hours, it has suffered progressively in the face of television competition during the course of the afternoon, and still approaches elimination during the evening hours.

"In the television cities in which interviewing is conducted by C. E. Hooper, Inc., TV's share of the total evening broadcast audience (radio plus TV) continued to increase sharply between Apr.-May and Nov.-Dec., 1950, to a point in excess of 70% in one city. . . .

"For the individual stations affected by TV competition, radio time values show declines, when measured in this way, that run as high as 60%.

For the two full radio networks, including the stations in non-TV cities, the reduction in time values attributable to the inroads of TV amounts to 19.2% in the case of NBC, and 19.4% in the case of CBS."

The report notes that both C. E. Hooper, Inc., and the A. C. Nielsen Co., as well as a number of ANA member companies and their advertising agencies, "have directly assisted and otherwise cooperated to make this report possible."

What Kinds of Families Own TV Sets—And Where

One out of three families with children under 12 now owns a television set.

This and other new facts on the kinds of families owning TV sets has just been announced by Sam Barton, president of Industrial Surveys Co., New York City and Chicago. These figures are the results of the research company's January survey on TV

ownership in the homes of America.

In January, 1951, one out of four of all families in the United States owned a TV set. This compares with 17.9% of the families who were owners in September, 1950, according to a previous count by Industrial Surveys. In terms of TV homes, this is an increase from 7,214,000 to 10,000,000 homes. Some of the key findings of this survey involve the characteristics of set owners and differences of rates of ownership among the several population groupings.

The highest rate of ownership was in the Northeast Region, where 43 out of 100 families owned a set. Next in rank is the Pacific Region, with one out of every four owning a receiver. The rate of ownership in the North Central was 23%. The lowest rates of ownership were in the South, with 8%, and the Mountain and Southwest, with 7%.

Farm families continue to show a

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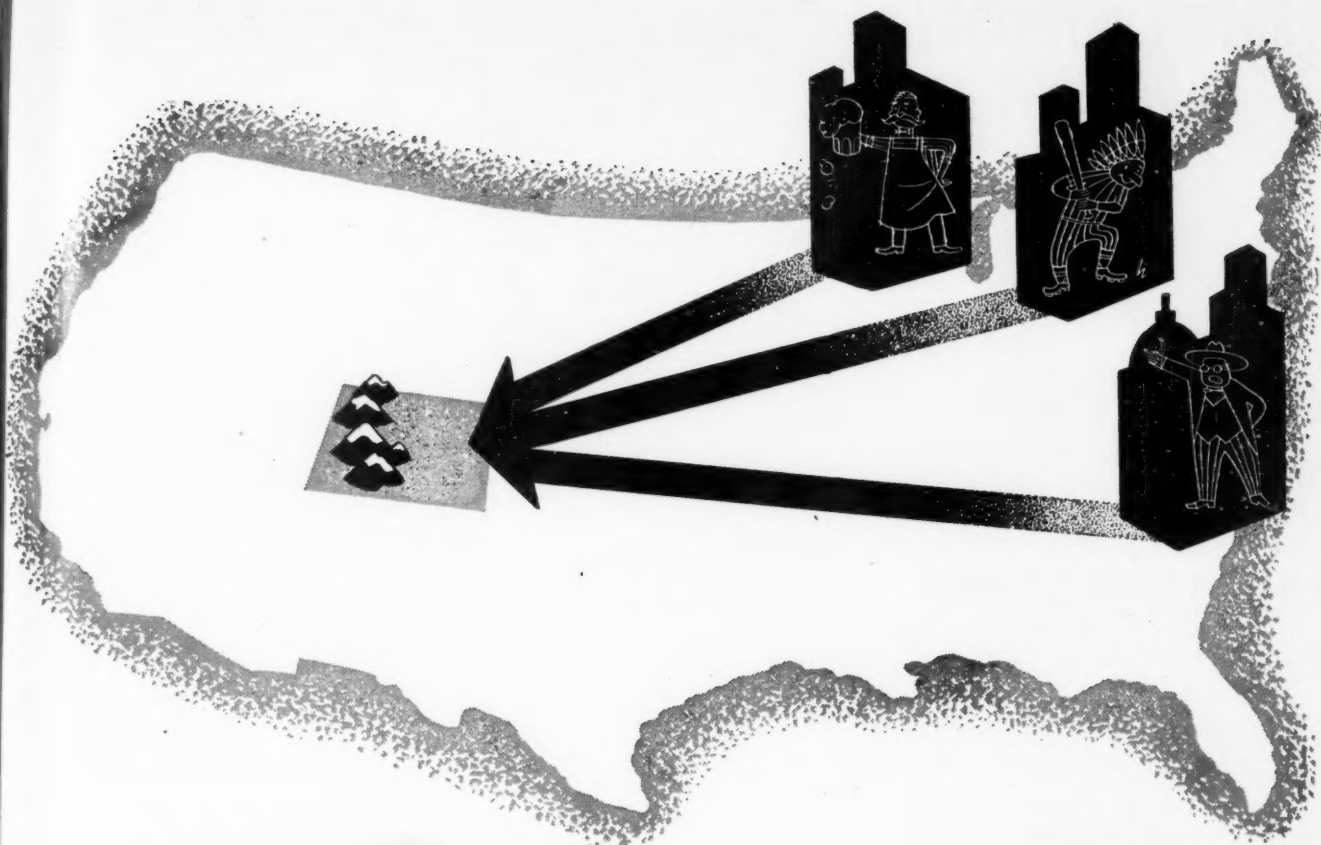
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This Summer

A CITY LARGER THAN MILWAUKEE, CLEVELAND, AND WASHINGTON, D. C., COMBINED WILL MOVE TO COLORADO

This summer, Colorado's population will be increased by more than 3,100,000 out-of-state vacationists. That's more people than live in Milwaukee, Cleveland, and Washington, D. C., all combined.

And while these 3,100,000 extra people are enjoying "the nation's roof garden," they'll be in a gay spending mood. They'll spend more than \$221,000,000 in Colorado . . . that's \$221,000,000 in extra summer sales over and above the regular market.

Your share of this extra summer business is worth getting. And the surest, easiest way to get this extra business is to increase your summer advertising in the most widely read selling medium in the Rocky Mountain Empire . . . THE DENVER POST.

CIRCULATION
Daily 231,888
Sunday 362,784
Empire Magazine and Comics..... 395,087
A.B.C. Publisher's Statement
September 30, 1950



THE DENVER POST

The Voice of the Rocky Mountain Empire

PALMER HOYT, EDITOR AND PUBLISHER

Represented Nationally by Moloney, Regan & Schmitt, Inc.

GROCERY INVENTORY in BAYONNE



In order to further establish Bayonne, N. J. as Metropolitan New York's No. 1 test market, THE BAYONNE TIMES is conducting a series of ten-week continuing analytical studies of the movement of grocery store products in a cross section amounting to 10 per cent of all Bayonne retail outlets.

Send or call for complete details of current and contemplated grocery store surveys.

THE BAYONNE TIMES

"Bayonne cannot be sold from the outside"

NATIONALLY REPRESENTED BY
BOGNER & MARTIN



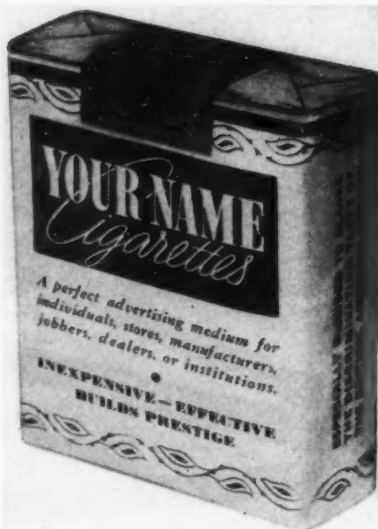
WHAT TO SAY AND HOW TO SAY IT IN A WAY THAT PACKS A PUNCH!

**FRESH IDEAS FOR
YOUR ADVERTISING**

FOR A PLEASANT SURPRISE
TRY THIS AD AGENCY
YOU NEVER HEARD OF—consumer, trade, and industrial ad campaigns—catalogs, folders, catalog sheets, packaging, publicity releases, etc. Reasonable prices! Creative ideas. Association recognition. Dun & Bradstreet listing. Samples on request. No obligation.

Bert L. Shepard
ADVERTISING
1562 Main St., Springfield 3, Mass.

WHAT TO SAY AND HOW TO SAY IT IN A WAY THAT PACKS A PUNCH!



NEW MEDIUM: Advertiser's message is said to be seen 20 times and shown to 20 friends when Your Name Cigarettes, Chicago cigarette packaging company, imprints advertising on both pack and individual cigarettes.

low rate of ownership, 6%, even though this group of owners did double in the four months interval.

About one out of three in the upper income group have a set. Families in which the head of the house had a high school education show a 30% level, while college families were next highest with 23%.

A higher percentage of families headed by craftsmen and foremen (skilled labor) owned a set than any other occupation group—one out of three. The professional and executive group showed a 30% rating.

Larger families had a higher rate of ownership than smaller: 30% of all four and five member families have TV, compared with 16 out of 100 of the one and two member families. Families with children under 12 years old had a 30% ownership, half again as many as families with no children, at 19%.

Industrial Surveys Co., which recently purchased the Market Research Company of America, plans another TV census for this month, Mr. Barton has announced.

Different Cities—Same Weekly Magazine Buyers

Who buys the major weekly magazines from the newsstands? How old are these non-subscribing readers, what's their sex, which magazines do they buy and where? Are they different in different cities?

Cowles Magazines, Inc., publishers of *Look* and *Quick*, have just released details of a study of newsstand purchasers of magazines in Houston,

Tex. Conducted from October 24 through November 2, 1950, the new study is comparable with the publisher's Cleveland newsstand study — March 14 through March 23, 1950. Methods used and samples chosen were the same for both cities. And the major findings were the same despite dissimilarities between the two markets. In Houston, the proportion of females purchasing weekly magazines was significantly lower than in Cleveland, while purchasing by young people was considerably higher. However, the rankings of the magazines in Houston were consistent with those in Cleveland.

In both studies, *Quick* had the highest percentage of female purchasers; *Look* ranked second, and *Life* third in this respect. In percentage of purchasers between 20 and 35 years of age, *Quick* ranked first in both studies. In Houston *Look* was second, *Time* third, and *Life* fourth. In Cleveland, *Life* was second, *Look* third, *Time* fourth.

In both studies, *Life*, *The Saturday Evening Post* and *Look* were by far the top newsstand sellers in the samples, and ranking in that order. *Quick* outsold both *Time* and *Newsweek* on the stands studied in both cities.

Among the differences between the two cities as markets, the survey notes: "In Houston, groceries, especially super market chains, are a major factor in magazine sales. About 25% of the outlets in Houston are groceries. The size and importance of these grocery outlets, especially of chain outlets, is responsible in large measure for the fact that Houston has fewer dealers than a city of its population would normally require.

"At three of the four grocery outlets in the sample, men purchased more copies of weekly magazines than women." A clue to the increasing importance of men in super market purchasing?

Fort Wayne On Grocery Inventory Roster

Fort Wayne, Ind., which has been used extensively for many years by advertisers and agencies as a test market, is the latest to be added to the roster of markets providing a Monthly Grocery Inventory. First reports, covering December and January audit periods, have just been issued, according to announcement by the Bureau of Advertising, ANPA.

The project, conducted by *The News-Sentinel* and *The Journal-Gazette*, which will provide continuing measurement of consumer purchases of competitive brands in the metropolitan county.



Says Mr. Paul Bewshea, Sales Manager of British Overseas Airways Corporation: "During World War II, BOAC'S entire activity was concerned with the military effort. Since the end of the war, we have found the SALES MANAGEMENT *Survey of Buying Power* definitely valuable in the planning of sales campaigns."

when sales executives are planning and deciding

Sales Management

is always
in the picture

No matter what problems the Sales Chief may face in his working day, the chances are he'll make use of SALES MANAGEMENT magazine or one of the special tools SM provides to help him in his job. In addition to the pertinent ideas he finds in every issue of the one publication edited specifically for him, the typical Sales Executive turns to SALES MANAGEMENT for aids and services which include:

- County Outline Retail Sales Maps
- The annual *Survey of Buying Power*
- Reader Service Department and Library
- Special Consultation
- Sales Letter Round Table
- Specialized Application for Employment Blanks.

for example: One out of every three subscribers has bought SM's current County Outline Retail Sales Map at an average price of \$2.50, and 17,000 of these maps have been sold in six months.

Combine these special services with the stimulating editorial content in one of the world's "most often quoted" publications and you see the consistent impact of SALES MANAGEMENT on the opinions and decisions of the nation's sales executives.

THE MAGAZINE OF MARKETING

Sales Management

386 Fourth Ave., New York 16, N. Y.

333 North Michigan Ave., Chicago 1, Ill. • 15 East de la Guerra, Santa Barbara, Calif.

APRIL 15, 1951

141

ARE YOU —

**Setting Sales Quotas?
Allocating Advertising?
Laying Out Territories?
Evaluating Markets?**

LOOK FOR —

**Sales Management's
May 10th, 1951
"Survey of Buying Power,"
22nd annual edition
of the nation's
accepted guide
to local market
potentials.**

SALES MANAGER

SEEKS GREATER OPPORTUNITY

Fourteen years experience in Sales, Merchandising, Advertising and Management. Now employed. Excellent, successful background of experience in sound selling and merchandising of specialty products to manufacturers, jobbers, chains and retailers. Presently located Texas. Prefer southwest but will relocate wherever opportunity warrants.

Box 2772, Sales Management, 386 Fourth Ave., New York City

ADVERTISING-SALES PROMOTION

17 years uniquely thorough New York advertising agency experience in copy, sales letters, folders, merchandising, buying art and production. Can save you money and increase sales! Salary about \$7500. Age 36—married. Box 2771, Sales Management, 386 4th Ave., New York 16, N. Y.

BUSINESS MANAGEMENT OPENING

In national packaged consumer goods business, small but leader and growing. Experience desirable in purchasing, costs, production planning, inventory control, plant management, financial and budget planning, sales analyses, overall business management. Business 100 miles from New York. Appointments will be arranged in New York. Write as fully as possible. Address Box 2773, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Worth Writing for . . .

**Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives**

"How to Put Building Product Advertising and Selling on the Same Track:"

A booklet put out by *Architectural Record* which tells how to inject into building product advertising some degree of the sort of control the sales manager injects into his selling, how advertising can supplement and expand the work of salesmen. It details how to get the right people on the right kinds of building projects through the daily reports published by F. W. Dodge Corp.: how Dodge Reports identify and qualify prospects in the building industry—which is second in size only to agriculture; how sales managers can use the reports and how they can keep prospects reminded of their products when their salesmen can't call on them. Included is a complete breakdown of *Architectural Record's* circulation among architects and engineers and how the magazine bases its operation on Dodge Reports—circulation-wise and editorially. Write to Robert E. Marshall, Business Manager, *Architectural Record*, 119 W. 40th St., New York 18, N. Y.

How to Sell to Government Institutions:

A guide published by *Institutions* magazine. It defines Government institutions; tells what they are buying; who buys for military institutions, listing major categories of supplies and equipment bought by the Army, Navy and Air Force; who buys for Government civilian institutions; how advertising helps to secure bids; how to enter bids; what military procurement officers want to know about your business. Write to E. P. Campbell, Advertising Manager, *Institutions*, 1801 Prairie Ave., Chicago 16, Ill.

Catholic Press Directory:

Published by the Catholic Press Association of the U. S., it gives the first official and complete listing of 133 Catholic newspapers and 288 magazines in the U. S.—the combined circulation of which exceeds 15.4 million subscribers. Listings include

data on area coverage, advertising rates, mechanical requirements, closing dates, and paid circulation. Statistics on the Catholic market of 28 million people prepared by the R. W. McCarney Co. show the Catholic portion of retail sales in cities of 100,000 and over; also the Catholic institutional market the annual sales of which exceed 125 billion dollars. Price of the directory is \$5 a copy. Write to James F. Kane, Executive Secretary, Catholic Press Association of the U. S., 120 Madison Ave., New York 16, N. Y.

"Law for Advertisers"

by Charles J. Hauk, Jr., the Chartmakers, Inc.: A reprint from the Ninth Graphic Arts Production Yearbook, giving data on the right of privacy, libel, slander, reproducibility of coins, stamps, flags, securities, uniforms, and legal considerations regarding contests and premiums. Write Charles J. Hauk, Jr., The Chartmakers, Inc., 480 Lexington Ave., New York, N. Y.

Butter, Cheese and Concentrated Milk Industries Market Facts:

A brochure issued by *The Butter, Cheese and Milk Products Journal* gives data on these industries that daily use over one-half of the nation's milk supply: production by states, equipment and supplies they need, products they manufacture, products they buy for resale to milk producers. Flow charts show basic equipment necessary in processing butter and its by-products, how many pounds of cheese were produced in the U. S. last year and the equipment and supplies needed by cheesemakers. There is also information on the demand for milk products and a graphic picture of the concentrated milk processing procedure, a complete list of industries that buy everything from tags to trucks. Write to Peter Olsen, Promotion Manager, *The Butter, Cheese and Milk Products Journal*, The Olsen Publishing Co., 1445 N. Fifth St., Milwaukee, Wis.

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FIVE-FIGURE SALES MANAGER WANTED

Old-established major appliance manufacturer, selling nationally through distributors and dealers with many-million volume, seeks hard-hitting executive to replace retiring sales manager. Must have proven competitive record in appliance sales and merchandising and be capable of directing large sales staff. Prefer man in early forties whose present connection, while pleasant, offer no further challenge. Send complete resume of experience and photo in first letter. Interviews will be arranged for qualified personnel. All replies will be held in the strictest confidence.

Box 2770

COMMENT

KEFAUVER'S WARNING

It's probably been overlooked in the glare of publicity surrounding the Costello's, the Greasy Thumb Guzik's and the Virginia Hill's, but Senator Kefauver's crime committee has quietly called attention to a condition that concerns legitimate businessmen.

In "going respectable," some of the gangster element is placing its money in manufacturing and distributing concerns. Senator Kefauver, in commenting on this trend, pointed out that bootleggers, thugs and other underworld types, have become interested particularly in wholesale distribution. Liquor has been a popular commodity for them.

Do gangsters bring to a legitimate business the same strong-arm tactics that took them to the top as hoodlums? Senator Kefauver indicates that his committee report will have something to say about that.

SM's Special Feature Editor, Lawrence M. (Mike) Hughes, would have appreciated the help of a Kefauver committee in unraveling the many mysteries of the sensational growth of Kings Brewery in New York City in 1933. Mike Hughes, in SM, Sept. 15, 1933, in recounting the opening of new accounts, wrote:

"In the case of stores, it is said, Kings has been quite emphatic in insisting that its product not only be carried but given more display than other brands. The usual practice, it is reported, is to back up one of those impressive white trucks to the door of a new account (the dealer does not always know until then that he is going to be a new account). Several impressive-looking gentlemen get out and proceed to unload the proposed quota for this particular dealer, often on top or in front of other brands he may already have in stock." (This method of marketing apparently was not sound. Kings went out of business a little over a year later.)

Why was Senator Kefauver's concern with the infiltration of gangsters into wholesale distribution not given greater prominence during the hearings? The Senator explained later that an airing of this situation would have injured innocent companies who were unknowingly supplying their products to gangster-dominated distributors.

Now to the long list of questions which a manufacturer customarily asks of potential distributors he may have to give more than a second thought to the personal background of some applicants.

—and try to determine whether the applicant is a real principal or merely a front man. Ford has shown his embarrassment over the Joe Adonis contract for transporting cars from Ford's Edgewater, N. J., plant, and General Motors must be wondering how Abner (Longie) Zwillman now evolves as the real owner of a GMC truck dealership in New Jersey.

It could take only a few bad apples to give marketing a tainted public name.

THE CASE OF THE ADVERTISING AGENCY

Coincident with Mike Hughes' articles (see page 37 in this issue and SM for May 1) on advertising agencies—what they do and should do for clients, and how they should be compensated—is a biting feature by Bernard DeVoto in the April *Fortune*, "Why Professors Are Suspicious of Business." He really puts agencies over the barrel, calling them "witch doctors" and "the principal begetters of distrust."

He questions their integrity and their acumen. "Your agency knows," he says, "that people buy advertised goods and it has amassed a bulk of data and subjected them to pseudoscientific manipulations. But it does not know whether the data are adequate or dependable or even relevant, what forces are at work, or what may have been left out of account. Yet it makes the typical claim of the soothsayer that it can explain human motives and control human behavior."

DeVoto speaks as a consumer and an intellectual. Businessmen, too, have been critical of a number of phases of the advertising agency business. From a strictly logical basis, not much can be said in favor of the system of compensation. The agency is supposed to be the *agent* of the client, but its compensation comes from the sellers of space and time. One businessman critic went so far as to compare the system to the case of a preacher who is supposed to act as sort of a liaison officer between the Lord and his parishioners, but who is paid by the devil.

Perhaps the best that can be said in favor of the agency system of compensation is that *it has worked* to the general satisfaction of most of those concerned for many decades,—and to the pragmatist that is a sufficient answer. Perhaps, since all costs must be passed on to someone else, and eventually to the consumer, it doesn't make very much difference who pays the agency.

But in these days of mounting advertising expenditures, it is important to know what the agency should do for the client in return for whatever it is paid or who makes the payment, and Hughes has drawn on the opinions and experiences of advertisers—large, medium, small. For "Are Advertising Agencies Worth Their 15%?" turn to page 37.

CHARLIE WILSON'S BEST SELLER

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Within just a few days after Mr. Wilson had issued his first report his office was flooded with requests for the complete report. The Superintendent of Documents, Washington 25, D. C., also has received thousands of orders for Mr. Wilson's "Building America's Might." Price 25c. A good investment.